

asae

• 1987 •

**ASSOCIATION
EXECUTIVE
COMPENSATION
STUDY**

Published by:
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of Association Executives
Washington, DC

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FOREWORD

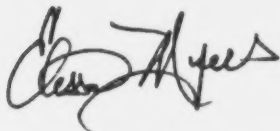
The 1987 Association Executive Compensation Study is the fifth in a series of biennial studies reporting compensation and benefits afforded to association executives. This report presents the most comprehensive data available on current compensation practices in associations of all types and sizes.

A record number of more than 2,100 ASAE members provided salary data on over 7,900 individual positions. The responses were analyzed in a number of different ways to allow you to compare compensation levels in your association to those in similar organizations.

The data presented here can be used in your own salary negotiations and for establishing competitive salary ranges for your staff.

ASAE is grateful to those members who shared their valuable time and effort to provide the information that made this study possible.

Best regards,



Elissa Matulis Myers, CAE
Director, Division of Member Services

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INTRODUCTION

This study is the fifth in a series of executive compensation studies that covers salary, benefits, and compensation practices in associations. It reports compensation data on twenty-six executive positions in trade associations and individual membership societies by scope, budget size, and geographic location. Data reported are current as of January 1, 1987, or as close to that date as possible.

Minor changes were made to improve the 1987 edition of this study. The positions of Publications Editor and Director of Communications, previously reported separately, were combined to form the position of Director of Communications/Publishing, and Foundation Director was included for the first time. Also added were a comparison of compensation by organization staff size for the Chief Paid Executive and Deputy Chief Paid Executive positions, and data on severance pay practices.

Survey Sample

Questionnaires were mailed to one member—usually the Chief Paid Executive—of each of the 6,600 associations represented in ASAE. Over 2,100 completed questionnaires were returned, a response rate of 32%. Of those returned, 2,088 were used in the final report. This represents a 37% increase over participation in the 1985 edition. Characteristics of the sample are presented in Tables 46-49, and correspond closely to the ASAE membership at large as illustrated below.

	ASAE Membership as of Feb. 1987	1987 AECS Survey Participants
Type:		
Individual	47%	41%
Trade	53%	59%
Scope:		
International/National	41%	42%
State/Regional	42%	42%
Local	17%	16%
Budget:		
Less than \$500,000	37%	41%
\$500,000-\$999,999	25%	20%
\$1-\$5 million	27%	29%
Over \$5 million	11%	10%
Staff		
1-10	65%	63%
11-20	15%	15%
21-50	12%	11%
51-100	5%	6%
Over 100	3%	5%
Geographic Region		
New England	4%	4%
Middle Atlantic	11%	12%
East N. Central	18%	19%
West N. Central	6%	9%
South Atlantic	36%	28%
East S. Central	3%	4%
West S. Central	7%	7%
Mountain	5%	5%
Pacific	10%	12%

Methodology

Twenty-six positions were defined for the survey. These included twenty-four staff specialist positions plus the Chief Paid Executive and the Deputy Chief Paid Executive. Respondents were asked to report data for their personnel devoting at least 75% of their time to duties defined in the position descriptions. These descriptions are provided at the top of each table.

In accepting data for inclusion in the report, some reported figures were discounted because they fell appreciably outside of the reported range for a position. For example, while the average reported salary for a Chief Paid Executive from a Trade Association with an annual income of \$5-\$10 million was \$120,700, one respondent in this category reported a salary of \$2,049. Clearly this is an anomaly that, if included, would have distorted the data.

Comparisons can be made between the data in this report and past editions of the study because the information provided and format are similar. Minor changes are noted where appropriate. Differences in compensation are the result of both trends in the association community as well as differences in those associations participating in each edition.

Averages for salary or total compensation data are not reported in the tables unless there were at least five responses in the particular classification. No data were reported by quartiles unless there were at least 20 responses.

The geographic regions in this study are the regions defined by the Census Bureau and contain the following areas:

New England—Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont

Middle Atlantic—New Jersey, New York, and Pennsylvania.

East North Central—Illinois, Indiana, Michigan, Ohio, and Wisconsin

West North Central—Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota

South Atlantic—Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, and West Virginia

East South Central—Alabama, Kentucky, Mississippi, and Tennessee

West South Central—Arkansas, Louisiana, Oklahoma, and Texas

Mountain—Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming

Pacific—Alaska, California, Hawaii, Oregon, and Washington

Definitions of Analyses

Base Salary—Current annual salary.

Additional Cash Compensation—Bonus, commissions, other cash payments, and deferred compensation (does not include cost of benefits or miscellaneous business expenses).

Total Cash Compensation—The sum of base salary and additional cash compensation.

Average—The average salary is the sum of all salaries reported for the position divided by the number of participants reporting.

Median—The median compensation is calculated by ordering the salaries reported from lowest value to highest value and determining the figure

where one-half of the results were above and one-half of the results fall below.

Quartiles—Seventy-five percent and 25% quartiles are calculated by ordering the salaries reported from lowest to highest value and determining the points where 75% ($\frac{3}{4}$) of the participants and 25% ($\frac{1}{4}$) of the participants are over a particular amount.

Association Scope—Extent of geographic spread represented by the association's membership.

Association Type—Determined by the nature of the business or profession engaged in by the association members. Associations with a company membership base were classified as "Trade Associations" and divided into the following types: manufacturing; agricultural or food processing; financial or banking; insurance; health care; construction; transportation; wholesale or retail; service industries; other trade associations. Associations with individuals as members rather than companies were classified as "Professional Societies" and divided into the following types: legal; medical; pharmacy; educational; business; insurance; real estate; technical; fraternal or recreational; other professional societies.

Format of the Report

The data in this study are presented in four sections.

SECTION I consists of all the salary and compensation data for the chief association executive and the number two person, or principal deputy. In these 13 tables, the base salary is shown on the top line for each classification, and the total cash compensation is in parentheses directly under the base salary. Compensation data are shown by association budget, scope, type, staff size, geographic region, and metropolitan area in the first 11 tables. Data on Tables 1 through 9 are further divided between trade associations and professional societies. Tables 10 and 11 present city data for all of the top two executives reporting from those cities, regardless of association type. Tables 12 and 13 provide summary data for the top two association executives for all associations reporting, combining both trade association and professional society data.

SECTION II contains 24 tables (14-37) that report data on total cash compensation for the management level staff specialist positions most commonly found in associations. Very few people in these positions receive additional cash compensation, so only total cash compensation is reported. Base salary and total compensation are equal for most of the staff reported in these positions.

Compensation data at the top of each table are given by scope and type of association. The rest of the tables classify respondents by trade association and professional society as well as association budget, geographic area, and scope.

The level of compensation for staff specialists is determined by the amount of responsibility and the priority given that function by the association as well as by the usual determinants of association budget, region, and scope.

SECTION III (Tables 38-45) covers a wide range of information on compensation practices, employment history, and benefits afforded to association management personnel. Data on salary administration and benefits cover all management personnel, while data on employment profiles and miscellaneous business expenses relate to the chief paid executive and the deputy chief paid executive only.

SECTION IV contains four tables (46–49) that define the characteristics of the survey sample. This section is included to provide the reader with some indication of the basic characteristics of the sample and to help determine how a particular association compares with the sample group.

The APPENDIX contains a portion of the survey instrument used in the current edition. The questionnaire can provide valuable insights as to how the data were compiled and the depth of interpretation that can be made.

Summary Table
Trends in Compensation 1983–1987

Position	1987 Respondents	1983 Average Total Compensation	1985 Average Total Compensation	1987 Average Total Compensation	'85- '87 % Chg.
Chief Paid Executive	1992	\$55,600	\$64,200	\$70,800	+ 10%
Deputy Chief Paid Executive	1183	38,300	44,500	49,700	+ 12%
Director of Administration	619	29,800	35,100	37,300	+ 6%
Advertising Director	65	30,700	35,500	35,300	- 1%
Advertising Sales Manager	96	29,100	34,200	34,100	- .3%
Chief Staff Attorney	107	47,000	56,500	58,400	+ 3%
Chapter Relations Director	58	29,100	34,800	33,400	- 4%
Chief Economist	33	45,500	53,700	55,200	+ 3%
Communications/Publications Director ¹	512	NA	NA	37,000	NA
Consumer Affairs Director	40	30,500	31,000	39,000	+ 26%
Controller	452	30,400	36,300	39,500	+ 9%
Conventions and Meetings Director	367	28,800	31,600	35,800	+ 13%
Education Director	358	32,600	36,100	38,700	+ 7%
Field Staff Director ²	74	34,400	35,300	41,600	+ 18%
Foundation Director ³	43	NA	NA	46,200	NA
Government Relations Director	329	38,500	45,900	48,400	+ 5%
Human Resources Director ⁴	132	28,900	33,300	39,800	+ 20%
Information Director	83	29,700	33,400	36,000	+ 8%
Marketing Director	206	34,800	37,900	42,300	+ 12%
Member Services Director	215	30,200	35,600	36,200	+ 2%
Membership Director	265	27,300	32,000	34,900	+ 9%
Public Relations Director	325	27,200	31,300	38,500	+ 23%
Regional Office Manager	51	32,400	36,200	36,200	NC
Research Director	137	35,700	44,500	48,900	+ 10%
Technical Director	130	40,400	44,800	48,200	+ 8%
Washington Office Head ⁵	47	55,100	61,400	69,200	+ 13%

¹Previously listed as separate titles: Communications Director and Publications Editor.

²Previously listed as Field Service Director.

³Data on this position not collected in 1983 and 1985.

⁴Previously listed as Personnel Director.

⁵Previously listed as Washington Office Director.

Note: "NA" denotes data not available. "NC" indicates "no change" from 1985–1987.

• SECTION I •

**Total Cash Compensation for
Chief Paid Executive,
Deputy Chief Paid Executive**

TABLE I

**BASE SALARY & TOTAL CASH COMPENSATION
ANALYSIS BY ASSOCIATION BUDGET
POSITION: CHIEF PAID EXECUTIVE**

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
\$200,000 or less	156	\$ 39,200 (41,400)	\$ 38,300 (40,000)	\$ 30,000 (32,000)	\$ 45,000 (48,000)
\$200,001- \$300,000	127	47,500 (51,200)	45,000 (47,000)	37,500 (40,000)	56,000 (59,000)
\$300,001- \$500,000	182	58,200 (61,500)	52,000 (55,000)	43,000 (45,900)	64,300 (69,900)
\$500,001- \$750,000	124	61,100 (64,400)	58,800 (60,400)	47,400 (50,000)	70,000 (72,000)
\$750,001- \$1,000,000	93	71,300 (76,300)	68,100 (72,000)	54,500 (56,400)	83,800 (91,400)
\$1,000,001- \$2,500,000	226	83,200 (90,800)	80,300 (88,000)	63,400 (68,600)	100,000 (107,000)
\$2,500,001- \$5,000,000	85	109,600 (117,800)	105,000 (110,000)	80,000 (88,800)	136,300 (142,500)
\$5,000,001- \$10,000,000	34	120,700 (130,100)	103,300 (111,000)	73,400 (82,500)	171,300 (175,000)
Over \$10,000,000	39	165,300 (174,200)	155,000 (163,000)	116,000 (120,000)	198,000 (220,000)
PROFESSIONAL SOCIETIES					
\$200,000 or less	80	\$ 35,700 (36,800)	\$ 32,000 (33,000)	\$ 27,600 (28,000)	\$ 39,700 (40,000)
\$200,001- \$300,000	67	39,100 (40,500)	36,000 (37,100)	31,200 (31,800)	44,500 (46,000)
\$300,001- \$500,000	127	43,000 (45,300)	41,700 (42,600)	35,000 (36,000)	50,000 (52,000)
\$500,001- \$750,000	87	53,600 (56,800)	51,000 (53,200)	45,800 (47,000)	60,000 (62,000)
\$750,001- \$1,000,000	51	56,600 (58,800)	56,000 (57,000)	46,000 (46,000)	65,000 (66,000)
\$1,000,001- \$2,500,000	158	64,900 (68,300)	63,800 (66,000)	53,000 (55,000)	75,000 (77,100)
\$2,500,001- \$5,000,000	80	80,600 (84,500)	75,500 (77,800)	65,000 (65,100)	90,000 (95,900)
\$5,000,001- \$10,000,000	54	100,700 (112,000)	100,000 (106,700)	80,200 (84,400)	118,500 (123,800)
Over \$10,000,000	44	124,000 (129,800)	125,000 (135,000)	97,500 (101,300)	146,500 (154,700)

IMPORTANT NOTE: Includes associations of all types and of all scopes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 2

**BASE SALARY & TOTAL CASH COMPENSATION
ANALYSIS BY ASSOCIATION BUDGET
POSITION: DEPUTY CHIEF PAID EXECUTIVE**

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
\$200,000 or less	16	\$ 30,900 (31,200)	\$ 25,800 (26,500)	*	*
\$200,001- \$300,000	41	30,800 (33,200)	27,000 (30,000)	\$ 24,000 (25,000)	\$ 38,000 (40,000)
\$300,001- \$500,000	108	33,600 (35,100)	30,000 (31,700)	26,000 (27,300)	38,400 (40,500)
\$500,001- \$750,000	66	43,600 (44,200)	41,200 (41,700)	35,000 (35,900)	48,000 (49,300)
\$750,001- \$1,000,000	62	46,200 (47,300)	45,000 (46,000)	37,500 (38,000)	53,300 (54,300)
\$1,000,001- \$2,500,000	165	54,300 (56,400)	52,000 (55,000)	42,600 (45,800)	65,000 (66,000)
\$2,500,001- \$5,000,000	65	71,300 (73,800)	70,000 (70,000)	51,200 (55,000)	85,400 (87,300)
\$5,000,001- \$10,000,000	31	79,400 (82,000)	80,000 (80,000)	66,000 (71,000)	91,500 (95,400)
Over \$10,000,000	32	103,900 (108,100)	95,800 (97,000)	75,000 (75,300)	124,500 (139,500)
PROFESSIONAL SOCIETIES					
\$200,000 or less	7	\$ 38,500 (38,800)	\$ 30,000 (30,000)	*	*
\$200,001- \$300,000	18	26,900 (27,900)	24,400 (26,300)	*	*
\$300,001- \$500,000	48	29,200 (29,700)	28,300 (28,300)	\$ 24,000 (25,100)	\$ 32,000 (32,000)
\$500,001- \$750,000	31	39,700 (41,800)	38,000 (40,000)	33,000 (34,500)	45,000 (46,000)
\$750,001- \$1,000,000	20	38,500 (38,900)	35,500 (35,700)	33,100 (33,100)	42,300 (44,500)
\$1,000,001- \$2,500,000	88	45,400 (46,500)	43,400 (44,500)	38,500 (38,600)	51,000 (52,900)
\$2,500,001- \$5,000,000	53	59,700 (60,500)	55,000 (55,000)	50,000 (50,000)	70,000 (70,000)
\$5,000,001- \$10,000,000	46	70,400 (72,800)	69,200 (72,400)	59,800 (61,600)	76,300 (79,900)
Over \$10,000,000	39	91,900 (94,000)	88,000 (93,000)	71,000 (71,400)	107,700 (107,700)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all types and of all scopes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 3**BASE SALARY & TOTAL CASH COMPENSATION****ANALYSIS BY ASSOCIATION SCOPE****POSITION: CHIEF PAID EXECUTIVE, DEPUTY CHIEF PAID EXECUTIVE**

Association Scope	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
CHIEF PAID EXECUTIVE					
TRADE ASSOCIATIONS					
National	401	\$ 91,100 (97,300)	\$ 80,900 (85,000)	\$ 60,000 (61,700)	\$108,000 (117,300)
State/Regional	515	59,300 (63,400)	54,000 (56,000)	42,500 (45,000)	72,000 (77,000)
Local	155	56,400 (61,800)	46,500 (50,000)	36,000 (38,700)	62,400 (70,700)
PROFESSIONAL SOCIETIES					
National	352	\$ 74,100 (78,200)	\$ 65,100 (68,000)	\$ 50,000 (50,000)	\$ 90,000 (97,400)
State/Regional	272	52,400 (55,400)	50,000 (51,700)	36,000 (37,200)	63,800 (66,800)
Local	133	46,000 (48,400)	42,000 (43,000)	34,000 (34,300)	55,000 (60,000)
DEPUTY CHIEF PAID EXECUTIVE					
TRADE ASSOCIATIONS					
National	280	\$ 59,800 (61,600)	\$ 52,500 (54,500)	\$ 40,000 (40,900)	\$ 71,000 (74,000)
State/Regional	288	43,100 (45,000)	38,000 (39,800)	30,000 (31,000)	50,400 (55,100)
Local	79	38,400 (39,900)	35,000 (36,000)	26,000 (28,900)	44,200 (44,200)
PROFESSIONAL SOCIETIES					
National	231	\$ 55,100 (56,300)	\$ 50,000 (50,000)	\$ 34,500 (35,000)	\$ 70,000 (70,900)
State/Regional	136	39,900 (40,900)	36,000 (36,200)	28,200 (28,500)	48,400 (49,900)
Local	57	35,600 (36,700)	30,800 (32,900)	28,000 (28,600)	39,700 (42,100)

IMPORTANT NOTE: Includes associations of all budget sizes and of all types. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 4

**BASE SALARY & TOTAL CASH COMPENSATION
ANALYSIS BY ASSOCIATION TYPE
POSITION: CHIEF PAID EXECUTIVE**

Association Type	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
Manufacturing	163	\$ 89,000 (95,700)	\$ 75,000 (82,800)	\$ 58,000 (60,000)	\$105,000 (116,000)
Agricultural or Food Processing	66	74,900 (78,700)	62,400 (63,900)	44,000 (45,000)	92,300 (98,100)
Financial and Banking	73	82,300 (85,400)	70,000 (72,900)	52,300 (55,500)	101,000 (105,000)
Insurance	32	89,700 (95,500)	64,800 (70,000)	50,700 (54,000)	83,000 (97,100)
Health Care	79	69,200 (73,000)	60,000 (62,500)	47,500 (48,000)	89,300 (93,000)
Construction	160	54,700 (59,900)	47,500 (50,500)	38,000 (40,700)	60,000 (65,800)
Transportation	31	59,700 (65,700)	52,000 (55,700)	37,500 (39,000)	72,000 (77,000)
Wholesale or Retail	116	70,800 (77,000)	60,000 (64,300)	45,000 (48,600)	85,000 (94,500)
Service Industries	92	63,100 (66,700)	55,000 (60,000)	41,100 (43,500)	76,000 (84,500)
Other	266	67,600 (72,600)	61,900 (65,100)	44,900 (45,500)	85,000 (92,100)
TOTAL TRADE ASSOCIATIONS	1078	70,900 (75,900)	60,000 (64,000)	45,000 (47,000)	85,000 (91,700)
PROFESSIONAL SOCIETIES					
Legal	53	\$ 60,000 (62,300)	\$ 56,000 (60,000)	\$ 39,700 (42,300)	\$ 69,500 (71,600)
Medical	143	65,900 (70,700)	60,000 (63,500)	40,000 (42,000)	83,000 (94,000)
Pharmacy	12	59,500 (64,000)	49,800 (52,100)	*	*
Educational	125	58,700 (62,600)	54,400 (57,000)	39,500 (41,800)	69,500 (77,900)
Business	25	70,700 (73,900)	66,000 (70,500)	46,000 (47,000)	87,000 (89,000)
Insurance	24	57,200 (62,100)	42,200 (42,600)	29,200 (32,400)	58,600 (68,000)
Real Estate	93	49,400 (51,500)	45,900 (47,000)	35,000 (36,700)	61,500 (62,600)
Technical	57	82,800 (87,200)	75,000 (75,600)	58,500 (60,000)	108,000 (116,500)
Fraternal, Recreational, or Charitable	32	59,300 (60,500)	47,900 (49,500)	36,500 (36,500)	57,100 (59,000)
Other	196	59,100 (61,800)	53,500 (55,700)	39,300 (39,900)	72,000 (76,000)
TOTAL PROFESSIONAL SOCIETIES	762	61,300 (64,700)	55,000 (57,000)	39,800 (40,700)	75,000 (77,600)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all budget sizes and of all scopes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 5

**BASE SALARY & TOTAL CASH COMPENSATION
ANALYSIS BY ASSOCIATION TYPE
POSITION: DEPUTY CHIEF PAID EXECUTIVE**

Association Type	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
Manufacturing	117	\$ 57,700 (59,500)	\$ 50,000 (51,000)	\$ 35,000 (35,000)	\$ 69,000 (74,500)
Agricultural or Food Processing	41	53,800 (55,200)	48,000 (48,000)	35,500 (37,000)	65,900 (65,900)
Financial and Banking	53	54,000 (55,100)	47,400 (50,400)	38,000 (38,300)	69,800 (70,500)
Insurance	23	54,700 (57,100)	40,000 (40,000)	34,000 (34,700)	67,500 (68,000)
Health Care	49	51,300 (52,600)	50,000 (50,000)	32,400 (32,400)	60,000 (60,000)
Construction	73	38,900 (41,400)	36,000 (38,000)	26,700 (29,500)	48,300 (51,000)
Transportation	13	43,900 (46,900)	36,000 (37,000)	*	*
Wholesale or Retail	67	44,800 (46,600)	40,000 (40,000)	32,000 (32,000)	56,700 (57,500)
Service Industries	46	42,400 (43,300)	34,000 (35,000)	27,300 (29,100)	50,600 (55,500)
Other	170	49,900 (52,100)	45,000 (46,800)	34,400 (35,100)	60,000 (62,800)
TOTAL TRADE ASSOCIATIONS	652	49,700 (51,600)	44,000 (45,000)	32,000 (33,000)	60,400 (63,500)
PROFESSIONAL SOCIETIES					
Legal	32	\$ 43,400 (43,800)	\$ 40,000 (40,000)	\$ 29,600 (30,300)	\$ 51,000 (51,000)
Medical	84	58,100 (59,800)	49,200 (50,000)	32,600 (33,100)	73,200 (74,100)
Pharmacy	6	46,000 (46,100)	41,500 (41,800)	*	*
Educational	66	47,300 (48,500)	43,300 (45,800)	31,400 (31,700)	62,300 (63,500)
Business	13	47,900 (48,100)	47,000 (47,000)	*	*
Insurance	10	55,600 (57,200)	36,000 (36,000)	*	*
Real Estate	43	36,300 (37,000)	33,600 (33,600)	28,000 (28,000)	42,000 (42,300)
Technical	43	55,500 (57,700)	54,000 (54,000)	36,000 (36,000)	70,000 (79,500)
Fraternal, Recreational, or Charitable	20	36,900 (37,100)	29,900 (29,900)	23,800 (23,800)	40,800 (41,300)
Other	111	43,600 (44,300)	40,000 (40,000)	30,000 (30,000)	54,000 (54,000)
TOTAL PROFESSIONAL SOCIETIES	428	47,600 (48,700)	40,000 (41,200)	30,000 (30,000)	58,300 (58,300)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all budget sizes and of all scopes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 6
BASE SALARY & TOTAL CASH COMPENSATION
ANALYSIS BY ASSOCIATION STAFF SIZE
POSITION: CHIEF PAID EXECUTIVE

Association Staff Size	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
1-5	473	\$ 50,400 (54,000)	\$ 45,600 (48,200)	\$ 37,000 (39,600)	\$ 59,500 (62,000)
6-10	242	64,900 (69,500)	60,000 (65,000)	49,700 (50,600)	76,100 (83,100)
11-20	158	83,200 (89,100)	80,000 (85,500)	62,700 (68,200)	100,000 (105,000)
21-50	111	105,400 (113,700)	96,000 (105,000)	75,000 (79,800)	122,000 (135,000)
51-100	45	123,900 (133,400)	110,000 (120,000)	90,500 (100,000)	167,500 (175,000)
Over 100	30	164,700 (173,100)	150,000 (157,600)	116,400 (121,000)	192,000 (223,800)
PROFESSIONAL SOCIETIES					
1-5	277	\$ 41,100 (43,200)	\$ 38,000 (40,000)	\$ 31,500 (32,500)	\$ 48,900 (50,000)
6-10	145	53,500 (56,400)	50,700 (53,600)	42,000 (42,900)	63,000 (65,500)
11-20	125	65,300 (68,200)	60,500 (65,000)	52,200 (54,900)	75,700 (77,300)
21-50	99	76,800 (82,000)	73,000 (76,100)	64,900 (65,000)	87,300 (95,000)
51-100	64	96,700 (103,700)	90,000 (99,000)	75,200 (76,200)	117,300 (122,900)
Over 100	45	116,200 (121,700)	120,000 (120,000)	84,800 (87,400)	146,000 (157,500)

IMPORTANT NOTE: Includes associations of all types, of all scopes and of all budget sizes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 7

**BASE SALARY & TOTAL CASH COMPENSATION
ANALYSIS BY ASSOCIATION STAFF SIZE
POSITION: DEPUTY CHIEF PAID EXECUTIVE**

Association Staff Size	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
1-5	167	\$ 34,200 (35,800)	\$ 31,000 (33,000)	\$ 25,000 (26,000)	\$ 40,000 (41,600)
6-10	186	38,900 (40,400)	36,000 (37,800)	30,000 (30,900)	46,900 (48,200)
11-20	125	52,400 (54,000)	51,000 (54,000)	40,000 (40,000)	62,000 (65,000)
21-50	93	67,200 (69,600)	65,000 (65,300)	50,000 (54,500)	77,300 (79,600)
51-100	41	74,200 (76,900)	75,000 (75,000)	61,100 (62,700)	91,400 (94,500)
Over 100	29	101,500 (105,600)	95,700 (96,000)	71,800 (71,800)	124,000 (134,000)
PROFESSIONAL SOCIETIES					
1-5	69	\$ 28,800 (30,000)	\$ 28,000 (28,000)	\$ 24,000 (24,500)	\$ 31,500 (31,900)
6-10	93	33,900 (34,400)	33,000 (33,000)	28,300 (28,800)	39,800 (40,000)
11-20	89	41,800 (42,900)	42,000 (42,000)	30,000 (30,000)	50,200 (51,900)
21-50	81	54,300 (55,300)	53,000 (53,500)	42,900 (44,500)	62,500 (62,500)
51-100	55	66,900 (68,400)	66,500 (68,700)	53,700 (53,700)	77,100 (80,000)
Over 100	38	87,700 (90,000)	82,200 (84,500)	69,800 (70,600)	104,200 (104,200)

IMPORTANT NOTE: Includes associations of all types, of all scopes and of all budget sizes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 8

**BASE SALARY & TOTAL CASH COMPENSATION
ANALYSIS BY GEOGRAPHIC LOCATION
POSITION: CHIEF PAID EXECUTIVE**

Geographic Location	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
New England	22	\$ 64,000 (74,600)	\$ 57,000 (69,100)	\$ 45,000 (48,000)	\$ 76,400 (86,100)
Middle Atlantic	51	70,300 (75,400)	66,000 (68,000)	46,000 (46,000)	90,000 (100,000)
East North Central	88	70,100 (75,300)	62,800 (69,200)	41,600 (45,000)	84,500 (89,000)
West North Central	49	60,500 (65,900)	50,400 (58,300)	42,300 (44,500)	70,800 (75,500)
South Atlantic	134	92,500 (97,500)	80,000 (84,100)	50,000 (53,000)	116,200 (120,300)
East South Central	22	55,900 (60,600)	49,500 (56,000)	35,800 (41,900)	75,000 (81,500)
West South Central	35	67,300 (73,600)	62,000 (67,500)	43,000 (43,600)	88,500 (91,600)
Mountain	18	52,200 (54,400)	46,000 (47,100)	*	*
Pacific	61	60,600 (66,400)	56,000 (56,000)	42,700 (44,200)	76,500 (85,000)
PROFESSIONAL SOCIETIES					
New England	7	\$ 54,600 (54,600)	\$ 52,000 (52,000)	*	*
Middle Atlantic	49	75,700 (77,700)	65,000 (65,000)	\$ 43,900 (43,900)	\$ 96,400 (98,000)
East North Central	71	62,600 (67,400)	57,800 (57,800)	40,000 (42,800)	75,000 (81,000)
West North Central	32	50,600 (52,500)	47,800 (48,300)	34,800 (35,700)	62,000 (67,800)
South Atlantic	100	71,600 (77,400)	64,600 (68,100)	42,100 (46,300)	88,300 (95,500)
East South Central	7	51,900 (55,200)	58,500 (59,100)	*	*
West South Central	21	57,900 (60,900)	44,000 (47,300)	32,000 (36,000)	75,400 (77,500)
Mountain	23	52,500 (53,500)	50,000 (55,000)	34,000 (36,000)	65,000 (65,000)
Pacific	42	50,700 (53,100)	46,500 (48,100)	36,000 (38,900)	60,400 (66,000)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all types, of all scopes and of all budget sizes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 9

**BASE SALARY & TOTAL CASH COMPENSATION
ANALYSIS BY GEOGRAPHIC LOCATION
POSITION: DEPUTY CHIEF PAID EXECUTIVE**

Geographic Location	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
New England	13	\$ 43,400 (46,700)	\$ 42,800 (47,500)	*	*
Middle Atlantic	33	50,400 (56,300)	44,000 (52,000)	\$ 31,800 (33,800)	\$ 60,500 (64,000)
East North Central	59	50,400 (52,900)	41,000 (41,500)	30,000 (33,000)	70,600 (73,100)
West North Central	30	43,300 (44,300)	40,000 (41,300)	27,000 (27,200)	60,000 (60,000)
South Atlantic	86	62,600 (64,000)	56,900 (57,300)	40,000 (40,000)	78,600 (78,900)
East South Central	11	36,300 (39,500)	35,000 (36,000)	*	*
West South Central	18	45,200 (46,600)	46,900 (49,200)	*	*
Mountain	8	38,200 (38,800)	35,500 (35,500)	*	*
Pacific	37	41,800 (42,600)	35,000 (35,000)	26,500 (28,400)	50,000 (54,100)
PROFESSIONAL SOCIETIES					
New England	4	*	*	*	*
Middle Atlantic	33	\$ 59,200 (60,300)	\$ 51,300 (52,000)	\$ 35,500 (36,400)	\$ 78,600 (78,600)
East North Central	41	55,800 (57,400)	46,000 (47,000)	34,000 (34,000)	63,000 (64,000)
West North Central	19	40,600 (41,100)	33,500 (33,500)	*	*
South Atlantic	53	54,100 (56,137)	45,000 (45,000)	35,600 (35,800)	67,500 (72,300)
East South Central	3	*	*	*	*
West South Central	9	50,700 (51,100)	37,300 (38,800)	*	*
Mountain	12	38,400 (38,600)	39,000 (39,000)	*	*
Pacific	18	38,000 (39,000)	30,600 (39,600)	*	*

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all types, of all scopes and of all budget sizes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 10

BASE SALARY & TOTAL CASH COMPENSATION
ANALYSIS BY SELECTED METROPOLITAN AREAS
POSITION: CHIEF PAID EXECUTIVE

Selected Metropolitan Area	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
Albany	5	\$ 47,500 (50,200)	\$ 50,000 (52,000)	*	*
Atlanta	18	75,600 (82,300)	65,000 (73,000)	*	*
Austin	17	68,600 (75,100)	64,000 (67,500)	*	*
Chicago	38	88,100 (98,200)	73,700 (84,500)	\$ 62,200 (62,200)	\$104,600 (119,000)
Cleveland	6	70,800 (75,600)	73,300 (75,000)	*	*
Columbus	14	55,500 (57,800)	50,800 (51,800)	*	*
Dallas	11	61,800 (63,100)	43,500 (43,600)	*	*
Denver	14	60,700 (61,800)	55,000 (56,800)	*	*
Des Moines	10	56,500 (59,500)	51,000 (56,700)	*	*
Harrisburg	10	54,000 (54,900)	45,000 (45,000)	*	*
Houston	8	76,000 (82,200)	64,500 (64,500)	*	*
Indianapolis	17	57,500 (59,300)	57,800 (57,900)	*	*
Kansas City (MO)	11	61,100 (66,300)	55,800 (64,000)	*	*
Lansing	12	60,600 (67,400)	46,000 (54,800)	*	*
Los Angeles	17	65,100 (74,800)	56,600 (58,200)	*	*
Minneapolis	11	68,400 (71,500)	60,000 (60,000)	*	*
Nashville	10	62,200 (66,800)	55,000 (59,100)	*	*
New York	35	89,200 (93,500)	86,000 (95,700)	65,000 (65,000)	104,000 (115,000)
Philadelphia	10	79,900 (87,900)	75,500 (99,000)	*	*
Portland (OR)	8	62,400 (64,100)	64,000 (64,000)	*	*
Sacramento	17	62,000 (64,600)	56,000 (57,000)	*	*
San Francisco	9	70,900 (74,800)	74,000 (74,000)	*	*
St. Louis	13	65,600 (77,400)	59,000 (70,400)	*	*
Tallahassee	6	72,600 (74,800)	62,600 (62,600)	*	*
Topeka	10	52,400 (54,100)	52,300 (54,800)	*	*
Washington, DC	134	106,300 (112,200)	92,600 (95,000)	68,600 (68,600)	123,000 (133,900)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all types, of all scopes and of all budget sizes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE II

**BASE SALARY & TOTAL CASH COMPENSATION
ANALYSIS BY SELECTED METROPOLITAN AREAS
POSITION: DEPUTY CHIEF PAID EXECUTIVE**

Selected Metropolitan Area	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
Albany	5	\$ 21,000 (21,000)	\$ 21,000 (21,000)	*	*
Atlanta	18	49,800 (51,300)	44,500 (48,000)	*	*
Austin	17	44,700 (45,500)	43,000 (44,300)	*	*
Chicago	26	72,200 (75,800)	60,000 (62,700)	\$ 47,500 (48,300)	\$ 73,500 (75,800)
Cleveland	6	53,400 (53,400)	53,400 (53,400)	*	*
Columbus	14	43,100 (45,900)	38,500 (41,000)	*	*
Dallas	11	54,400 (54,400)	36,800 (36,800)	*	*
Denver	14	41,000 (41,000)	41,100 (41,100)	*	*
Des Moines	10	41,300 (41,400)	33,000 (33,000)	*	*
Harrisburg	10	48,500 (49,100)	51,000 (51,000)	*	*
Houston	8	55,500 (56,900)	65,000 (65,000)	*	*
Indianapolis	17	31,200 (36,100)	28,800 (30,800)	*	*
Kansas City (MO)	11	40,800 (41,500)	37,000 (37,000)	*	*
Lansing	12	45,900 (50,100)	43,300 (46,300)	*	*
Los Angeles	17	38,800 (39,500)	32,000 (32,000)	*	*
Minneapolis	11	46,100 (48,200)	54,300 (57,000)	*	*
Nashville	10	43,000 (48,200)	45,000 (54,700)	*	*
New York	28	61,000 (63,400)	53,500 (54,900)	38,300 (39,600)	78,600 (79,300)
Philadelphia	10	58,100 (60,300)	51,300 (51,300)	*	*
Portland (OR)	8	41,800 (41,800)	38,500 (38,500)	*	*
Sacramento	17	38,800 (39,100)	33,000 (33,200)	*	*
San Francisco	9	40,800 (41,800)	42,000 (42,000)	*	*
St. Louis	13	49,000 (49,400)	50,200 (50,200)	*	*
Tallahassee	6	37,900 (37,900)	37,900 (37,900)	*	*
Topeka	10	33,600 (34,100)	30,500 (32,000)	*	*
Washington, DC	92	68,600 (70,700)	61,300 (62,400)	45,000 (45,000)	87,500 (91,400)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all types, of all scopes and of all budget sizes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 12

**SUMMARY DATA—
BASE SALARY & TOTAL CASH COMPENSATION
POSITION: CHIEF PAID EXECUTIVE**

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
\$200,000 or less	256	\$ 37,800 (39,800)	\$ 35,000 (36,900)	\$ 28,700 (30,000)	\$ 44,200 (46,700)
\$200,001- \$300,000	209	44,400 (47,300)	42,000 (43,600)	34,000 (35,800)	50,000 (55,000)
\$300,001- \$500,000	329	52,000 (55,000)	48,000 (50,000)	39,800 (41,500)	60,000 (62,400)
\$500,001- \$750,000	226	58,100 (61,200)	56,000 (58,000)	46,500 (48,200)	66,000 (68,600)
\$750,001- \$1,000,000	159	65,400 (69,300)	60,000 (65,000)	50,400 (53,000)	78,000 (83,000)
\$1,000,001- \$2,500,000	411	75,500 (81,200)	70,000 (75,000)	58,000 (60,000)	90,000 (96,800)
\$2,500,001- \$5,000,000	177	94,800 (101,400)	86,000 (92,000)	70,000 (73,000)	110,000 (120,000)
\$5,000,001- \$10,000,000	95	108,200 (118,400)	100,000 (107,400)	80,000 (85,000)	123,400 (140,000)
Over \$10,000,000	87	142,400 (149,400)	135,000 (143,000)	100,000 (108,200)	163,000 (178,500)
Geographic Location					
New England	31	59,800 (67,500)	52,000 (59,000)	45,000 (48,000)	74,300 (78,000)
Middle Atlantic	103	72,900 (76,600)	69,500 (69,500)	46,000 (46,000)	90,000 (99,000)
East North Central	173	66,700 (71,500)	59,600 (61,000)	41,800 (44,500)	81,300 (86,500)
West North Central	92	56,500 (60,400)	49,700 (53,500)	40,000 (40,300)	69,900 (71,400)
South Atlantic	252	82,800 (88,000)	69,900 (75,000)	47,400 (50,000)	100,000 (108,100)
East South Central	32	55,400 (59,800)	51,300 (57,100)	37,000 (44,000)	66,700 (74,600)
West South Central	65	63,200 (67,800)	58,000 (60,800)	40,900 (42,800)	81,300 (85,000)
Mountain	44	52,600 (54,500)	47,700 (50,900)	36,000 (37,400)	64,500 (64,500)
Pacific	110	57,500 (61,800)	50,300 (55,300)	39,500 (41,800)	72,500 (77,000)
Association Scope					
National	803	82,300 (87,400)	72,000 (76,000)	54,000 (56,300)	100,000 (105,000)
State/Regional	846	57,200 (60,800)	52,000 (55,000)	40,400 (42,600)	69,500 (73,000)
Local	320	51,300 (55,700)	45,000 (47,100)	35,000 (36,000)	60,000 (64,700)

IMPORTANT NOTE: Includes associations of all types, of all scopes and of all budget sizes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 13

**SUMMARY DATA—
BASE SALARY & TOTAL CASH COMPENSATION
POSITION: DEPUTY CHIEF PAID EXECUTIVE**

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
\$200,000 or less	24	\$32,800 (33,000)	\$29,200 (29,300)	\$22,900 (23,300)	\$ 34,400 (34,900)
\$200,001-\$300,000	64	29,400 (31,300)	26,300 (27,000)	23,000 (24,300)	33,900 (35,800)
\$300,001-\$500,000	168	32,100 (33,200)	30,000 (30,700)	25,000 (26,000)	36,000 (37,200)
\$500,001-\$750,000	158	37,000 (37,800)	35,000 (35,300)	28,500 (29,600)	44,400 (45,000)
\$750,001-\$1,000,000	117	39,800 (40,900)	36,000 (38,000)	30,300 (31,000)	48,000 (49,200)
\$1,000,001-\$2,500,000	314	47,700 (49,300)	47,000 (48,500)	36,000 (36,000)	57,000 (60,000)
\$2,500,001-\$5,000,000	144	62,100 (63,700)	60,000 (60,000)	47,500 (47,600)	73,500 (75,800)
\$5,000,001-\$10,000,000	90	70,200 (73,000)	70,000 (72,400)	56,200 (58,500)	82,000 (82,800)
Over \$10,000,000	76	95,000 (97,900)	90,000 (93,000)	70,700 (71,100)	114,200 (115,000)
Geographic Location					
New England	18	41,700 (44,100)	41,300 (42,300)	31,500 (31,500)	49,800 (51,000)
Middle Atlantic	69	54,500 (57,900)	51,000 (52,000)	34,500 (35,200)	66,900 (69,000)
East North Central	110	51,800 (53,900)	42,600 (44,500)	32,900 (33,800)	66,000 (69,400)
West North Central	56	41,500 (42,200)	35,500 (36,500)	28,000 (28,000)	56,000 (57,000)
South Atlantic	149	58,800 (60,400)	52,000 (53,700)	36,300 (37,600)	73,400 (75,500)
East South Central	15	38,100 (41,100)	36,000 (37,000)	*	*
West South Central	35	45,400 (46,500)	38,000 (38,800)	28,600 (30,000)	64,400 (64,400)
Mountain	22	38,300 (38,600)	36,000 (36,000)	28,000 (28,200)	46,200 (46,200)
Pacific	59	41,000 (41,900)	33,000 (33,600)	26,700 (28,000)	50,000 (52,000)
Association Scope					
National	543	57,200 (58,700)	51,000 (52,000)	38,000 (38,200)	70,000 (72,000)
State/Regional	460	42,100 (43,700)	36,900 (38,000)	29,200 (30,000)	50,200 (52,700)
Local	151	36,800 (38,200)	31,900 (34,000)	27,500 (28,000)	42,000 (42,500)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all types, of all scopes and of all budget sizes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

. SECTION II .

**Total Cash Compensation for
Department Head Personnel**

TABLE 14

TOTAL CASH COMPENSATION **POSITION: DIRECTOR OF ADMINISTRATION**

Description of Functions: Handles the internal administrative matters of the association. Responsible for administration of the association's headquarters and field offices, including personnel, office equipment, facilities, and necessary support services. If the position of Controller does not exist, also administers the accounting, payroll, and disbursement functions.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	325	\$44,900	\$39,400	\$28,600	\$51,800
State/Regional	212	32,500	28,800	22,000	36,900
Local	73	27,400	26,200	22,000	30,900

TYPE

Trade Association	340	37,100	31,800	23,000	45,000
Professional Societies	233	37,700	33,600	25,700	45,600

TRADE ASSOCIATIONS**PROFESSIONAL SOCIETIES**

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	8	\$27,700	\$20,800	*	*	3	*	*	*	*
\$200,001-\$300,000	15	32,000	21,600	*	*	3	*	*	*	*
\$300,001-\$500,000	43	24,100	22,800	\$20,300	\$26,000	16	\$25,200	\$21,500	*	*
\$500,001-\$750,000	47	26,500	24,000	20,900	32,500	26	27,600	27,600	\$22,600	\$30,100
\$750,001-\$1,000,000	31	30,500	30,000	25,000	35,000	17	25,300	24,000	*	*
\$1,000,001-\$2,500,000	104	35,800	34,500	27,000	42,000	72	31,300	30,000	25,600	35,900
\$2,500,001-\$5,000,000	51	48,400	44,100	30,500	59,500	44	43,700	43,500	34,700	51,800
\$5,000,001-\$10,000,000	18	54,400	54,900	*	*	32	50,900	48,700	41,500	60,400
Over \$10,000,000	21	67,600	65,000	56,600	78,000	18	62,900	63,000	*	*

AREA

New England	4	*	*	*	*	3	*	*	*	*
Middle Atlantic	12	33,800	28,300	*	*	15	48,100	45,000	32,900	59,000
East North Central	24	39,300	32,500	22,500	49,500	24	35,300	30,000	22,900	38,100
West North Central	12	35,100	25,800	*	*	5	38,300	34,300	*	*
South Atlantic	49	38,500	35,400	25,500	46,300	35	38,900	40,000	26,400	45,300
East South Central	6	27,211	21,100	*	*	1	*	*	*	*
West South Central	8	28,190	27,950	*	*	7	33,200	28,700	*	*
Mountain	6	26,500	28,120	*	*	5	45,100	50,000	*	*
Pacific	16	36,200	30,300	*	*	10	37,600	32,800	*	*

SCOPE

National	165	43,500	38,500	28,700	56,200	137	41,700	40,000	28,000	49,900
State/Regional	134	31,800	26,800	21,600	36,500	65	33,900	31,600	22,500	41,000
Local	37	26,800	25,000	21,300	32,000	29	27,900	26,500	21,900	30,400

*Indicates too few responses for valid statistics.

TABLE 15

TOTAL CASH COMPENSATION POSITION: ADVERTISING DIRECTOR

Description of Functions: Develops and administers the association's national, regional, and/or local advertising activities. Assists members and member committees in development and execution of their advertising programs. Maintains liaisons and makes arrangements with advertising agencies and media. (Do not confuse with Advertising Sales Manager, who has the responsibility for selling advertising in association publications.)

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	45	\$35,700	\$31,700	\$26,500	\$41,500
State/Regional	14	38,600	40,400	*	*
Local	6	24,600	24,000	*	*

TYPE

Trade Associations	33	35,600	30,100	26,000	41,000
Professional Societies	27	34,800	31,700	25,000	42,200

TRADE ASSOCIATIONS

PROFESSIONAL SOCIETIES

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	1	*	*	*	*	0	—	—	—	—
\$200,001-\$300,000	1	*	*	*	*	0	—	—	—	—
\$300,001-\$500,000	0	—	—	—	—	1	*	*	*	*
\$500,001-\$750,000	1	*	*	*	*	3	*	*	*	*
\$750,001-\$1,000,000	2	*	*	*	*	0	—	—	—	—
\$1,000,001-\$2,500,000	15	\$29,900	\$26,000	*	*	7	\$30,200	\$31,000	*	*
\$2,500,001-\$5,000,000	6	35,700	30,000	*	*	5	28,600	26,000	*	*
\$5,000,001-\$10,000,000	3	*	*	*	*	7	48,400	47,700	*	*
Over \$10,000,000	4	*	*	*	*	4	*	*	*	*

AREA

New England	1	*	*	*	*	0	—	—	—	—
Middle Atlantic	1	*	*	*	*	2	*	*	*	*
East North Central	2	*	*	*	*	1	*	*	*	*
West North Central	1	*	*	*	*	2	*	*	*	*
South Atlantic	4	*	*	*	*	4	*	*	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	2	*	*	*	*	0	—	—	—	—
Mountain	0	—	—	—	—	1	*	*	*	*
Pacific	1	*	*	*	*	1	*	*	*	*

SCOPE

National	23	35,300	30,100	\$26,000	\$40,000	19	36,000	32,700	*	*
State/Regional	7	41,100	41,000	*	*	5	36,700	42,000	*	*
Local	3	*	*	*	*	3	*	*	*	*

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 16

TOTAL CASH COMPENSATION POSITION: ADVERTISING SALES MANAGER

Description of Functions: Directs the promotion, marketing, selling, and servicing of advertising in the association's major periodical(s) and special publications. This includes direct selling and may include supervision of other salespersons or outside sales representatives. (Do not confuse with Advertising Director.)

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	71	\$35,200	\$30,000	\$24,600	\$45,700
State/Regional	19	30,800	30,700	*	*
Local	4	*	*	*	*

TYPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
Trade Associations	37	32,100	28,600	24,000	40,000
Professional Societies	52	35,800	30,300	24,500	45,900

BUDGET	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	0	—	—	—	—	1	*	*	*	*
\$200,001-\$300,000	1	*	*	*	*	0	—	—	—	—
\$300,001-\$500,000	2	*	*	*	*	1	*	*	*	*
\$500,001-\$750,000	0	—	—	—	—	1	*	*	*	*
\$750,001-\$1,000,000	1	*	*	*	*	0	—	—	—	—
\$1,000,001-\$2,500,000	14	\$28,200	\$24,800	*	*	15	\$26,400	\$25,500	*	*
\$2,500,001-\$5,000,000	11	32,400	29,000	*	*	14	33,400	29,600	*	*
\$5,000,001-\$10,000,000	3	*	*	*	*	11	35,700	31,700	*	*
Over \$10,000,000	4	*	*	*	*	9	52,000	50,000	*	*

AREA	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
New England	1	*	*	*	*	1	*	*	*	*
Middle Atlantic	2	*	*	*	*	10	37,200	39,700	*	*
East North Central	2	*	*	*	*	5	44,700	30,000	*	*
West North Central	2	*	*	*	*	0	—	—	—	—
South Atlantic	7	30,100	32,000	*	*	6	33,800	36,300	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	1	*	*	*	*	1	*	*	*	*
Mountain	0	—	—	—	—	2	*	*	*	*
Pacific	3	*	*	*	*	1	*	*	*	*

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	26	31,800	28,800	\$24,500	\$36,800	42	37,100	30,000	\$25,200	\$48,000
State/Regional	7	35,200	33,000	*	*	9	30,800	31,700	*	*
Local	4	*	*	—	—	0	—	—	—	—

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 17

TOTAL CASH COMPENSATION

POSITION: CHIEF STAFF ATTORNEY

Description of Functions: Serves as the full-time head of the association's legal staff. This position is a staff position, not outside counsel. Handles legal matters for the association and provides legal advice to association personnel or members. May appear as a witness before legislative, regulatory or administrative agencies. If this individual spends 75% or more of his/her time on government relations, salary should be reported as Government Relations Director.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	38	\$73,200	\$65,500	\$51,600	\$92,900
State/Regional	68	50,500	49,700	38,900	58,200
Local	0	—	—	—	—

TYPE

Trade Associations	63	59,400	50,300	40,000	73,500
Professional Societies	32	58,600	53,500	44,800	65,900

TRADE ASSOCIATIONS

PROFESSIONAL SOCIETIES

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	0	—	—	—	—	0	—	—	—	—
\$200,001-\$300,000	1	*	*	*	*	0	—	—	—	—
\$300,001-\$500,000	1	*	*	*	*	0	—	—	—	—
\$500,001-\$750,000	7	\$35,100	\$35,000	*	*	2	*	*	*	*
\$750,001-\$1,000,000	4	*	*	*	*	1	*	*	*	*
\$1,000,001-\$2,500,000	20	51,400	50,000	\$41,100	\$62,000	8	\$42,300	\$43,600	*	*
\$2,500,001-\$5,000,000	11	52,600	61,000	*	*	4	*	*	*	*
\$5,000,001-\$10,000,000	8	70,800	68,100	*	*	9	58,400	54,500	*	*
Over \$10,000,000	9	90,000	90,000	*	*	8	82,100	83,500	*	*

AREA

New England	2	*	*	*	*	0	—	—	—	—
Middle Atlantic	1	*	*	*	*	3	*	*	*	*
East North Central	5	71,400	56,200	*	*	3	*	*	*	*
West North Central	5	41,200	47,500	*	*	1	*	*	*	*
South Atlantic	9	69,400	66,000	*	*	7	66,100	78,000	*	*
East South Central	1	*	*	*	*	2	*	*	*	*
West South Central	2	*	*	*	*	1	*	*	*	*
Mountain	0	—	—	—	—	1	*	*	*	*
Pacific	4	*	*	*	*	1	*	*	*	*

SCOPE

National	22	77,800	73,300	58,500	103,700	13	68,000	61,800	*	*
State/Regional	41	49,500	46,100	37,500	59,200	19	52,200	53,000	*	*
Local	0	—	—	—	—	0	—	—	—	—

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 18

TOTAL CASH COMPENSATION POSITION: CHAPTER RELATIONS DIRECTOR

Description of Functions: Coordinates the activities of chapters of the association. Facilitates the flow of information between the chapters, and between the chapters and the national or overall state association.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	44	\$34,800	\$33,100	\$23,500	\$45,000
State/Regional	10	30,300	29,200	*	*
Local	3	*	*	*	*

TYPE

Trade Associations	15	36,800	32,300	*	*
Professional Societies	38	33,100	31,400	25,000	37,200

TRADE ASSOCIATIONS

PROFESSIONAL SOCIETIES

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	0	—	—	—	—	1	*	*	*	*
\$200,001-\$300,000	0	—	—	—	—	0	—	—	—	—
\$300,001-\$500,000	1	*	*	*	*	4	*	*	*	*
\$500,001-\$750,000	0	—	—	—	—	2	*	*	*	*
\$750,001-\$1,000,000	0	—	—	—	—	0	—	—	—	—
\$1,000,001-\$2,500,000	8	\$33,600	\$28,500	*	*	7	\$26,400	\$26,500	*	*
\$2,500,001-\$5,000,000	1	*	*	*	*	9	34,900	35,000	*	*
\$5,000,001-\$10,000,000	4	*	*	*	*	8	39,700	38,400	*	*
Over \$10,000,000	1	*	*	*	*	7	40,000	36,500	*	*

AREA

New England	0	—	—	—	—	2	*	*	*	*
Middle Atlantic	1	*	*	*	*	1	*	*	*	*
East North Central	2	*	*	*	*	3	*	*	*	*
West North Central	1	*	*	*	*	1	*	*	*	*
South Atlantic	2	*	*	*	*	8	40,400	40,900	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	0	—	—	—	—	1	*	*	*	*
Mountain	0	—	—	—	—	0	—	—	—	—
Pacific	0	—	—	—	—	2	*	*	*	*

SCOPE

National	9	43,500	45,700	*	*	32	33,500	31,500	\$24,300	\$38,500
State/Regional	3	*	*	*	*	5	30,800	29,500	*	*
Local	3	*	*	*	*	0	—	—	—	—

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 19

TOTAL CASH COMPENSATION

POSITION: CHIEF ECONOMIST

Description of Functions: Serves as the staff employee in charge of economic analysis and economic research pertaining to association programs and activities. Advises and assists members and member committees on economic factors affecting the nation, the industry, or the profession. Conducts special economic studies. May testify before legislative or regulatory agencies.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	23	\$56,300	\$50,000	\$39,500	\$65,000
State/Regional	9	42,200	41,000	*	*
Local	0	—	—	—	—

TYPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
Trade Associations	21	61,800	50,000	40,400	65,900
Professional Societies	8	44,900	43,000	*	*

BUDGET	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	0	—	—	—	—	0	—	—	—	—
\$200,001-\$300,000	0	—	—	—	—	0	—	—	—	—
\$300,001-\$500,000	0	—	—	—	—	0	—	—	—	—
\$500,001-\$750,000	0	—	—	—	—	0	—	—	—	—
\$750,001-\$1,000,000	3	*	*	*	*	0	—	—	—	—
\$1,000,001-\$2,500,000	6	\$42,200	\$40,900	*	*	1	*	*	*	*
\$2,500,001-\$5,000,000	3	*	*	*	*	3	*	*	*	*
\$5,000,001-\$10,000,000	3	*	*	*	*	2	*	*	*	*
Over \$10,000,000	6	104,500	102,800	*	*	2	*	*	*	*

AREA	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
New England	2	*	*	*	*	0	—	—	—	—
Middle Atlantic	0	—	—	—	—	1	*	*	*	*
East North Central	1	*	*	*	*	1	*	*	*	*
West North Central	1	*	*	*	*	0	—	—	—	—
South Atlantic	2	*	*	*	*	0	—	—	—	—
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	0	—	—	—	—	0	—	—	—	—
Mountain	0	—	—	—	—	1	*	*	*	*
Pacific	0	—	—	—	—	1	*	*	*	*

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	16	59,700	49,500	*	*	5	\$51,900	\$55,000	*	*
State/Regional	4	*	*	*	*	3	*	*	*	*
Local	0	—	—	—	—	0	—	—	—	—

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 20**TOTAL CASH COMPENSATION****POSITION: DIRECTOR OF COMMUNICATIONS/PUBLICATIONS**

Description of Functions: Directs the periodical publishing activities of the association, including journals and newsletters. May also be responsible for development and production of non periodical publications.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	307	\$40,500	\$36,500	\$29,400	\$48,000
State/Regional	162	32,100	28,900	24,100	35,100
Local	37	27,500	26,000	22,800	30,000

TYPE

Trade Associations	245	36,900	32,900	25,200	41,800
Professional Societies	227	37,800	33,100	26,100	45,000

TRADE ASSOCIATIONS**PROFESSIONAL SOCIETIES**

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	2	*	*	*	*	4	*	*	*	*
\$200,001-\$300,000	5	\$25,200	\$24,600	*	*	2	*	*	*	*
\$300,001-\$500,000	18	25,900	24,500	*	*	11	\$25,500	\$25,000	*	*
\$500,001-\$750,000	22	26,900	25,000	\$22,500	\$29,100	18	23,500	23,500	*	*
\$750,001-\$1,000,000	22	29,000	26,700	22,400	35,500	16	26,400	23,900	*	*
\$1,000,001-\$2,500,000	92	33,400	32,700	26,200	38,900	74	32,000	31,000	\$27,000	\$36,100
\$2,500,001-\$5,000,000	43	43,900	40,000	30,300	51,000	41	38,700	37,000	30,500	48,000
\$5,000,001-\$10,000,000	22	45,900	45,300	32,100	58,000	38	46,800	46,000	39,100	57,100
Over \$10,000,000	18	64,600	61,100	*	*	22	65,400	62,700	49,000	83,300

AREA

New England	5	37,100	35,300	*	*	3	*	*	*	*
Middle Atlantic	13	35,900	33,100	*	*	12	48,600	46,800	*	*
East North Central	16	42,200	35,400	*	*	23	38,500	33,100	25,900	37,500
West North Central	14	42,900	27,100	*	*	5	31,200	27,000	*	*
South Atlantic	37	37,200	34,000	27,700	41,200	35	41,000	37,000	28,600	50,000
East South Central	2	*	*	*	*	2	*	*	*	*
West South Central	10	31,500	30,000	*	*	6	44,900	39,200	*	*
Mountain	2	*	*	*	*	8	32,700	33,800	*	*
Pacific	13	37,300	32,400	*	*	5	30,900	28,000	*	*

SCOPE

National	126	41,700	39,000	31,200	49,300	159	40,400	36,000	28,000	48,000
State/Regional	98	31,800	28,500	24,000	35,100	50	32,700	29,700	25,000	38,200
Local	19	28,200	26,000	*	*	16	27,200	27,000	*	*

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 21

TOTAL CASH COMPENSATION **POSITION: DIRECTOR OF CONSUMER AFFAIRS**

Description of Functions: Directs the consumer-related activities of the association. Facilitates communications between consumers and member organizations or individual members.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	23	\$42,400	\$36,500	\$30,000	\$57,500
State/Regional	13	36,900	33,800	*	*
Local	4	*	*	*	*

TYPE

Trade Associations	22	41,900	39,700	29,500	52,600
Professional Societies	15	34,700	32,400	*	*

TRADE ASSOCIATIONS**PROFESSIONAL SOCIETIES**

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	1	*	*	*	*	0	—	—	—	—
\$200,001-\$300,000	0	—	—	—	—	0	—	—	—	—
\$300,001-\$500,000	1	*	*	*	*	0	—	—	—	—
\$500,001-\$750,000	1	*	*	*	*	2	*	*	*	*
\$750,001-\$1,000,000	0	—	—	—	—	1	*	*	*	*
\$1,000,001-\$2,500,000	10	\$39,900	\$39,300	*	*	4	*	*	*	*
\$2,500,001-\$5,000,000	5	42,300	39,300	*	*	5	\$32,800	\$32,000	*	*
\$5,000,001-\$10,000,000	0	—	—	—	—	1	*	*	*	*
Over \$10,000,000	4	*	*	*	*	2	*	*	*	*

AREA

New England	1	*	*	*	*	0	—	—	—	—
Middle Atlantic	0	—	—	—	—	1	*	*	*	*
East North Central	0	—	—	—	—	1	*	*	*	*
West North Central	2	*	*	*	*	0	—	—	—	—
South Atlantic	5	34,200	34,900	*	*	0	—	—	—	—
East South Central	1	*	*	*	*	0	—	—	—	—
West South Central	0	—	—	—	—	1	*	*	*	*
Mountain	0	—	—	—	—	1	*	*	*	*
Pacific	1	*	*	*	*	1	*	*	*	*

SCOPE

National	12	46,200	39,700	*	*	8	38,000	34,000	*	*
State/Regional	8	38,400	37,500	*	*	5	34,500	33,600	*	*
Local	2	*	*	*	*	2	*	*	*	*

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 22

TOTAL CASH COMPENSATION **POSITION: CONTROLLER**

Description of Functions: Directs the financial affairs of the association. Prepares and maintains financial statements, records, and reports. Analyzes effectiveness of association systems and procedures. Assists the Finance Committee of the Board of Directors in review and analysis of association financial matters. May direct the EDP activities of the association.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	245	\$43,000	\$38,700	\$30,000	\$53,500
State/Regional	155	36,500	34,700	26,000	44,400
Local	49	30,800	29,000	23,800	35,500

TYPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
Trade Associations	222	38,700	35,000	27,400	44,100
Professional Societies	197	40,700	37,300	28,000	52,000

BUDGET	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	2	*	*	*	*	1	*	*	*	*
\$200,001-\$300,000	2	*	*	*	*	3	*	*	*	*
\$300,001-\$500,000	10	\$27,900	\$27,400	*	*	6	\$29,000	\$26,500	*	*
\$500,001-\$750,000	15	26,400	27,500	*	*	8	27,600	25,500	*	*
\$750,001-\$1,000,000	19	40,800	29,500	*	*	15	25,500	25,200	*	*
\$1,000,001-\$2,500,000	86	33,200	30,000	\$26,200	\$37,000	54	31,900	30,000	\$25,100	\$37,000
\$2,500,001-\$5,000,000	38	42,200	41,000	35,500	47,300	45	41,600	39,000	30,000	48,100
\$5,000,001-\$10,000,000	26	46,700	43,800	35,000	54,900	40	51,000	50,500	43,900	60,200
Over \$10,000,000	23	55,900	50,200	37,000	68,800	23	59,600	58,000	52,000	67,500

AREA	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
New England	4	*	*	*	*	1	*	*	*	*
Middle Atlantic	8	44,900	47,300	*	*	13	47,500	45,000	*	*
East North Central	18	44,000	42,500	*	*	16	36,000	32,300	*	*
West North Central	8	31,500	29,300	*	*	3	*	*	*	*
South Atlantic	30	39,000	35,000	29,700	39,600	30	45,500	45,600	32,300	56,600
East South Central	1	*	*	*	*	0	—	—	—	—
West South Central	6	39,300	36,900	*	*	5	37,600	38,000	*	*
Mountain	3	*	*	*	*	9	35,000	37,300	*	*
Pacific	14	36,500	33,000	*	*	11	30,900	28,000	*	*

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	113	42,800	37,500	30,000	46,800	119	43,600	40,000	29,900	54,300
State/Regional	89	35,400	33,200	26,000	41,100	52	37,700	35,800	26,300	47,300
Local	19	29,000	29,000	*	*	25	32,800	29,000	22,300	39,800

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 23

TOTAL CASH COMPENSATION POSITION: CONVENTIONS AND MEETINGS DIRECTOR

Description of Functions: Manages the association's convention and other meetings. Books space, hires and directs service contractors, arranges and coordinates all activities at the meeting site.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	248	\$38,100	\$35,000	\$27,500	\$42,000
State/Regional	103	30,700	28,000	24,000	35,000
Local	12	28,800	24,100	*	*

TYPE

Trade Associations	178	35,200	32,000	26,400	41,600
Professional Societies	164	36,300	32,100	25,200	38,600

TRADE ASSOCIATIONS

PROFESSIONAL SOCIETIES

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	0	—	—	—	—	2	*	*	*	*
\$200,001-\$300,000	1	*	*	*	*	0	—	—	—	—
\$300,001-\$500,000	6	\$25,000	\$25,100	*	*	7	\$26,100	\$25,000	*	*
\$500,001-\$750,000	10	24,800	22,800	*	*	10	23,100	23,300	*	*
\$750,001-\$1,000,000	16	28,200	25,800	*	*	8	27,900	28,000	*	*
\$1,000,001-\$2,500,000	70	32,500	30,000	\$26,000	\$37,100	50	31,400	28,000	\$24,900	\$37,000
\$2,500,001-\$5,000,000	38	40,000	39,200	30,800	47,300	38	43,300	32,100	25,400	38,000
\$5,000,001-\$10,000,000	21	39,000	34,000	29,500	43,800	32	39,900	38,300	32,900	44,500
Over \$10,000,000	14	50,500	48,500	*	*	16	44,000	37,800	*	*

AREA

New England	2	*	*	*	*	1	*	*	*	*
Middle Atlantic	9	32,000	31,100	*	*	13	35,700	38,000	*	*
East North Central	14	32,300	29,500	*	*	15	37,600	35,000	*	*
West North Central	7	32,800	33,000	*	*	4	*	*	*	*
South Atlantic	28	36,300	32,500	*	*	28	38,300	36,300	32,500	45,400
East South Central	1	*	*	*	*	1	*	*	*	*
West South Central	2	*	*	*	*	5	37,000	32,500	*	*
Mountain	1	*	*	*	*	8	33,400	31,000	*	*
Pacific	8	31,000	29,900	*	*	6	32,800	26,400	*	*

SCOPE

National	110	37,500	34,800	28,000	44,800	122	38,500	34,100	26,900	39,600
State/Regional	57	31,100	29,000	24,000	35,600	39	30,100	28,000	24,000	34,700
Local	10	29,800	23,500	*	*	2	*	*	*	*

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 24

TOTAL CASH COMPENSATION POSITION: EDUCATION DIRECTOR

Description of Functions: Develops and administers the member and/or public educational programs of the association. Assists members or member committees in development and execution of their education programs.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	163	\$43,100	\$40,000	\$30,500	\$52,000
State/Regional	154	36,000	33,000	26,900	41,200
Local	40	30,500	27,000	24,000	34,500

TYPE

Trade Associations	164	38,200	33,600	28,000	44,800
Professional Societies	173	39,300	36,000	27,500	47,800

TRADE ASSOCIATIONS

PROFESSIONAL SOCIETIES

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	1	*	*	*	*	1	*	*	*	*
\$200,001-\$300,000	1	*	*	*	*	2	*	*	*	*
\$300,001-\$500,000	10	\$29,100	\$26,500	*	*	4	*	*	*	*
\$500,001-\$750,000	18	28,800	29,000	*	*	15	\$26,800	\$26,500	*	*
\$750,001-\$1,000,000	17	31,700	30,000	*	*	11	27,600	25,000	*	*
\$1,000,001-\$2,500,000	61	35,800	33,500	\$28,500	\$42,100	58	34,900	34,700	\$26,900	\$39,300
\$2,500,001-\$5,000,000	30	46,800	42,200	34,500	55,300	38	38,700	36,900	29,500	46,000
\$5,000,001-\$10,000,000	13	44,000	40,000	*	*	30	48,100	46,600	39,800	55,600
Over \$10,000,000	12	56,600	55,000	*	*	12	73,600	66,900	*	*

AREA

New England	4	*	*	*	*	0	—	—	—	—
Middle Atlantic	9	39,200	33,000	*	*	10	43,700	45,000	*	*
East North Central	16	35,600	33,800	*	*	22	45,800	34,000	28,000	51,500
West North Central	8	34,400	30,800	*	*	6	33,300	33,700	*	*
South Atlantic	17	42,400	33,800	*	*	20	39,200	35,400	26,700	51,900
East South Central	3	*	*	*	*	0	—	—	—	—
West South Central	4	*	*	*	*	4	*	*	*	*
Mountain	1	*	*	*	*	8	35,500	33,800	*	*
Pacific	7	37,200	30,000	*	*	11	39,000	29,100	*	*

SCOPE

National	65	43,200	39,000	31,100	52,000	90	43,300	40,100	30,000	51,300
State/Regional	81	35,100	31,500	26,400	41,400	65	36,600	34,700	27,100	41,000
Local	17	32,100	29,000	*	*	18	29,300	26,800	*	*

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 25

TOTAL CASH COMPENSATION POSITION: FIELD STAFF DIRECTOR

Description of Functions: Supervises the activities of the field staff of the association. May direct the field staff through regional or area managers.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	29	\$46,900	\$47,400	\$33,300	\$64,500
State/Regional	39	39,200	34,800	26,000	50,000
Local	5	33,500	33,000	*	*

TYPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
Trade Associations	33	39,300	34,500	26,500	49,800
Professional Societies	32	45,300	46,200	31,500	57,400

BUDGET	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	1	*	*	*	*	0	—	—	—	—
\$200,001-\$300,000	0	—	—	—	—	1	*	*	*	*
\$300,001-\$500,000	2	*	*	*	*	1	*	*	*	*
\$500,001-\$750,000	0	—	—	—	—	1	*	*	*	*
\$750,001-\$1,000,000	4	*	*	*	*	0	—	—	—	—
\$1,000,001-\$2,500,000	11	\$39,100	\$32,400	*	*	7	\$35,900	\$40,000	*	*
\$2,500,001-\$5,000,000	5	40,200	40,800	*	*	7	44,300	47,400	*	*
\$5,000,001-\$10,000,000	7	51,100	50,700	*	*	4	*	*	*	*
Over \$10,000,000	3	*	*	*	*	10	58,400	58,100	*	*

AREA	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
New England	0	—	—	—	—	2	*	*	*	*
Middle Atlantic	2	*	*	*	*	2	*	*	*	*
East North Central	5	34,100	34,500	*	*	2	*	*	*	*
West North Central	3	*	*	*	*	2	*	*	*	*
South Atlantic	3	*	*	*	*	4	*	*	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	2	*	*	*	*	0	—	—	—	—
Mountain	0	—	—	—	—	1	*	*	*	*
Pacific	1	*	*	*	*	2	*	*	*	*

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	11	50,400	50,000	*	*	15	46,000	47,400	*	*
State/Regional	19	34,800	32,000	*	*	15	46,200	47,800	*	*
Local	3	*	*	*	*	1	*	*	*	*

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 26**TOTAL CASH COMPENSATION****POSITION: FOUNDATION DIRECTOR**

Description of Functions: For associations that operate a foundation, this individual serves as the director of foundation activities. Manages all foundation activities, including fund-raising. If the association's Chief Executive serves as the director of the foundation, this position covers the individual whose sole responsibility is the direct management of the foundation.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	31	\$47,600	\$43,500	\$35,000	\$50,000
State/Regional	10	43,900	46,000	*	*
Local	2	*	*	*	*

TYPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
Trade Associations	18	43,100	37,300	29,000	54,000
Professional Societies	20	49,300	45,000	36,800	53,000

BUDGET	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	0	—	—	—	—	0	—	—	—	—
\$200,001-\$300,000	0	—	—	—	—	0	—	—	—	—
\$300,001-\$500,000	0	—	—	—	—	0	—	—	—	—
\$500,001-\$750,000	1	*	*	*	*	1	*	*	*	*
\$750,001-\$1,000,000	0	—	—	—	—	0	—	—	—	—
\$1,000,001-\$2,500,000	5	\$38,600	\$36,000	*	*	10	\$41,400	\$42,600	*	*
\$2,500,001-\$5,000,000	3	*	*	*	*	4	*	*	*	*
\$5,000,001-\$10,000,000	3	*	*	*	*	4	*	*	*	*
Over \$10,000,000	6	56,700	54,000	*	*	1	*	*	*	*

AREA

New England	1	*	*	*	*	0	—	—	—	—
Middle Atlantic	0	—	—	—	—	1	*	*	*	*
East North Central	3	*	*	*	*	4	*	*	*	*
West North Central	0	—	—	—	—	2	*	*	*	*
South Atlantic	3	*	*	*	*	3	*	*	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	0	—	—	—	—	0	—	—	—	—
Mountain	0	—	—	—	—	0	—	—	—	—
Pacific	0	—	—	—	—	1	*	*	*	*

SCOPE

National	11	46,900	38,500	*	*	16	49,000	45,000	*	*
State/Regional	6	38,200	40,500	*	*	3	*	*	*	*
Local	1	*	*	*	*	1	*	*	*	*

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 27 TOTAL CASH COMPENSATION

POSITION: GOVERNMENT RELATIONS DIRECTOR

Description of Functions: Develops and guides the association's legislative programs. Maintains contacts with legislative and government agencies on matters of association interest. Provides counsel to members on present or pending legislation or regulatory matters.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	132	\$55,100	\$50,000	\$39,600	\$67,500
State/Regional	161	45,700	40,000	31,800	51,200
Local	31	31,900	32,000	25,500	36,200

TYPE

Trade Associations	186	51,400	44,000	34,000	60,300
Professional Societies	119	42,800	39,500	30,000	51,000

TRADE ASSOCIATIONS

PROFESSIONAL SOCIETIES

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	1	*	*	*	*	2	*	*	*	*
\$200,001-\$300,000	4	*	*	*	*	2	*	*	*	*
\$300,001-\$500,000	6	\$27,400	\$25,300	*	*	9	\$27,200	\$27,000	*	*
\$500,001-\$750,000	19	38,400	36,500	*	*	6	36,800	37,800	*	*
\$750,001-\$1,000,000	18	35,900	36,200	*	*	8	35,300	33,800	*	*
\$1,000,001-\$2,500,000	73	43,200	41,000	\$33,000	\$50,800	39	37,900	36,000	\$28,800	\$42,600
\$2,500,001-\$5,000,000	37	61,000	54,900	45,100	72,900	24	42,100	40,000	32,000	54,300
\$5,000,001-\$10,000,000	13	70,300	73,000	*	*	20	54,400	47,300	40,000	58,700
Over \$10,000,000	15	101,600	66,000	*	*	7	71,600	68,500	*	*

AREA

New England	2	*	*	*	*	1	*	*	*	*
Middle Atlantic	7	32,200	30,000	*	*	9	38,700	37,500	*	*
East North Central	9	42,200	35,000	*	*	7	52,800	41,000	*	*
West North Central	9	40,300	41,000	*	*	3	*	*	*	*
South Atlantic	39	60,100	55,000	39,000	75,000	20	44,100	41,500	29,900	53,500
East South Central	4	*	*	*	*	1	*	*	*	*
West South Central	5	44,200	44,100	*	*	5	49,800	39,000	*	*
Mountain	0	—	—	—	—	5	30,600	25,000	*	*
Pacific	7	34,100	32,400	*	*	7	47,000	37,000	*	*

SCOPE

National	83	59,500	57,000	\$42,000	\$72,300	40	45,200	41,300	35,000	55,000
State/Regional	83	46,500	40,000	32,000	50,000	67	43,300	39,000	30,000	53,700
Local	19	34,100	34,100	*	*	10	28,600	29,100	*	*

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 28

TOTAL CASH COMPENSATION

POSITION: DIRECTOR OF HUMAN RESOURCES

Description of Functions: Administers the personnel program for the association's headquarters staff. Manages the association's recruiting, selection, and training program, prepares the personnel manual and recommends revisions. Administers the compensation program and coordinates the employee performance evaluation process.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	92	\$39,900	\$37,400	\$29,100	\$46,900
State/Regional	31	39,900	36,000	29,100	50,000
Local	7	38,200	37,000	*	*

TYPE

Trade Associations	66	39,500	36,000	29,400	47,300
Professional Societies	56	40,600	39,800	28,300	46,900

TRADE ASSOCIATIONS

PROFESSIONAL SOCIETIES

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	2	*	*	*	*	0	—	—	—	—
\$200,001-\$300,000	0	—	—	—	—	0	—	—	—	—
\$300,001-\$500,000	2	*	*	*	*	0	—	—	—	—
\$500,001-\$750,000	4	*	*	*	*	0	—	—	—	—
\$750,001-\$1,000,000	2	*	*	*	*	0	—	—	—	—
\$1,000,001-\$2,500,000	9	\$38,100	\$36,000	*	*	6	\$32,500	\$32,000	*	*
\$2,500,001-\$5,000,000	11	43,500	42,000	*	*	12	38,500	37,500	*	*
\$5,000,001-\$10,000,000	14	37,900	33,500	*	*	18	36,700	38,800	*	*
Over \$10,000,000	21	42,100	37,800	\$31,000	\$49,700	19	47,500	45,000	*	*

AREA

New England	6	38,700	36,500	*	*	1	*	*	*	*
Middle Atlantic	3	*	*	*	*	5	44,500	47,900	*	*
East North Central	8	39,300	41,800	*	*	7	45,200	28,000	*	*
West North Central	2	*	*	*	*	3	*	*	*	*
South Atlantic	10	38,700	36,500	*	*	12	44,300	45,200	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	1	*	*	*	*	2	*	*	*	*
Mountain	1	*	*	*	*	1	*	*	*	*
Pacific	0	—	—	—	—	0	—	—	—	—

SCOPE

National	41	39,100	35,700	\$29,400	\$46,500	46	40,900	40,000	\$28,000	\$47,000
State/Regional	19	39,700	36,000	*	*	8	39,900	37,300	*	*
Local	5	38,400	37,000	*	*	1	*	*	*	*

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 29

TOTAL CASH COMPENSATION **POSITION: DIRECTOR OF INFORMATION**

Description of Functions: Develops and administers the association's information activities. Makes recommendations to association members on technical problems, and conducts formal and informal research on issues of concern to association members. Serves as administrator of association's library or information center.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	60	\$37,100	\$35,000	\$28,100	\$42,000
State/Regional	19	33,900	32,400	*	*
Local	4	*	*	*	*

TYPE

Trade Associations	45	37,600	35,000	29,700	42,900
Professional Societies	33	32,900	31,800	25,000	37,500

TRADE ASSOCIATIONS**PROFESSIONAL SOCIETIES**

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	0	—	—	—	—	0	—	—	—	—
\$200,001-\$300,000	0	—	—	—	—	0	—	—	—	—
\$300,001-\$500,000	2	*	*	*	*	1	*	*	*	*
\$500,001-\$750,000	3	*	*	*	*	2	*	*	*	*
\$750,001-\$1,000,000	2	*	*	*	*	1	*	*	*	*
\$1,000,001-\$2,500,000	11	\$37,700	\$37,500	*	*	9	\$27,700	\$25,000	*	*
\$2,500,001-\$5,000,000	10	34,100	34,400	*	*	6	31,900	32,200	*	*
\$5,000,001-\$10,000,000	9	38,200	38,600	*	*	11	35,500	37,000	*	*
Over \$10,000,000	8	48,800	40,500	*	*	3	*	*	*	*

AREA

New England	1	*	*	*	*	0	—	—	—	—
Middle Atlantic	1	*	*	*	*	1	*	*	*	*
East North Central	2	*	*	*	*	6	37,400	30,900	*	*
West North Central	3	*	*	*	*	0	—	—	—	—
South Atlantic	9	37,100	37,500	*	*	5	31,600	32,400	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	2	*	*	*	*	0	—	—	—	—
Mountain	1	*	*	*	*	1	*	*	*	*
Pacific	0	—	—	—	—	1	*	*	*	*

SCOPE

National	30	39,500	38,300	\$30,900	\$44,500	27	32,900	30,000	\$25,000	\$40,800
State/Regional	13	34,700	32,000	*	*	5	34,800	34,600	*	*
Local	2	*	*	*	*	1	*	*	*	*

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 30

TOTAL CASH COMPENSATION POSITION: MARKETING DIRECTOR

Description of Functions: Develops and guides the marketing activities of the association. Provides assistance to members and member committees in developing or expanding markets for the industry. Supervises marketing research and advertising research programs.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	131	\$46,600	\$42,000	\$32,000	\$54,700
State/Regional	51	35,900	33,000	27,000	41,000
Local	22	31,700	27,900	22,800	39,800

TYPE

Trade Associations	121	42,700	39,000	30,000	50,500
Professional Societies	73	41,700	37,000	27,100	46,800

TRADE ASSOCIATIONS

PROFESSIONAL SOCIETIES

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	1	*	*	*	*	1	*	*	*	*
\$200,001-\$300,000	4	*	*	*	*	0	—	—	—	—
\$300,001-\$500,000	7	\$28,300	\$29,000	*	*	2	*	*	*	*
\$500,001-\$750,000	9	30,600	30,000	*	*	5	\$26,600	\$27,100	*	*
\$750,001-\$1,000,000	9	33,500	30,200	*	*	3	*	*	*	*
\$1,000,001-\$2,500,000	37	39,200	39,000	\$31,500	\$45,800	12	31,000	28,000	*	*
\$2,500,001-\$5,000,000	19	43,600	41,100	*	*	22	36,800	35,700	\$27,600	\$43,500
\$5,000,001-\$10,000,000	16	49,100	47,500	*	*	15	51,200	43,000	*	*
Over \$10,000,000	19	61,500	54,700	*	*	12	58,900	54,800	*	*

AREA

New England	3	*	*	*	*	1	*	*	*	*
Middle Atlantic	7	57,500	46,000	*	*	5	55,800	43,000	*	*
East North Central	10	45,700	45,500	*	*	13	46,800	37,000	*	*
West North Central	4	*	*	*	*	2	*	*	*	*
South Atlantic	16	48,300	46,500	*	*	9	44,300	42,900	*	*
East South Central	3	*	*	*	*	0	—	—	—	—
West South Central	3	*	*	*	*	2	*	*	*	*
Mountain	0	—	—	—	—	3	*	*	*	*
Pacific	7	42,400	37,000	*	*	4	*	*	*	*

SCOPE

National	70	47,900	43,600	\$32,900	\$60,000	54	44,700	37,800	28,900	51,000
State/Regional	36	36,800	35,000	29,300	43,800	11	32,500	28,000	*	*
Local	14	31,400	31,900	*	*	7	33,200	27,000	*	*

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 31

TOTAL CASH COMPENSATION

POSITION: MEMBER SERVICES DIRECTOR

Description of Functions: Develops and administers programs and services for members. Identifies need for new services and develops content, scope and cost of new programs. (Do not confuse with Membership Director.)

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	130	\$38,200	\$35,900	\$26,100	\$47,000
State/Regional	70	35,000	34,000	25,000	40,500
Local	15	24,700	24,000	*	*

TYPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
Trade Associations	104	37,700	35,000	26,500	46,800
Professional Societies	98	35,300	33,800	23,500	43,600

BUDGET	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	0	—	—	—	—	0	—	—	—	—
\$200,001-\$300,000	1	*	*	*	*	1	*	*	*	*
\$300,001-\$500,000	6	\$26,200	\$23,200	*	*	4	*	*	*	*
\$500,001-\$750,000	10	27,400	27,700	*	*	5	\$24,400	\$22,700	*	*
\$750,001-\$1,000,000	11	32,100	33,200	*	*	6	26,300	22,000	*	*
\$1,000,001-\$2,500,000	38	35,300	35,200	\$26,300	\$40,900	33	28,500	26,700	\$20,000	\$37,000
\$2,500,001-\$5,000,000	19	49,000	47,000	*	*	23	42,000	42,000	31,000	45,800
\$5,000,001-\$10,000,000	9	42,500	48,000	*	*	15	45,000	48,700	*	*
Over \$10,000,000	9	47,200	54,700	*	*	10	44,100	43,500	*	*

AREA	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
New England	3	*	*	*	*	0	—	—	—	—
Middle Atlantic	7	31,500	30,800	*	*	7	40,200	42,500	*	*
East North Central	7	39,300	39,700	*	*	12	35,800	28,000	*	*
West North Central	3	*	*	*	*	2	*	*	*	*
South Atlantic	10	40,900	42,500	—	—	20	33,600	27,400	22,400	43,500
East South Central	2	*	*	*	*	1	*	*	*	*
West South Central	2	*	*	*	*	2	*	*	*	*
Mountain	3	*	*	*	*	5	27,700	24,000	*	*
Pacific	7	37,700	33,200	*	*	3	*	*	*	*

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	58	40,700	36,800	27,800	52,700	66	36,700	36,000	24,000	45,500
State/Regional	39	36,000	35,000	27,000	42,300	24	34,200	32,300	21,400	41,400
Local	7	22,300	22,000	*	*	8	26,800	25,300	*	*

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 32

TOTAL CASH COMPENSATION POSITION: MEMBERSHIP DIRECTOR

Description of Functions: Directs and administers the association's programs to attract new members. Encourages and initiates efforts by members and member committees in establishing standards for membership and bringing new members into the association. Initiates special promotional programs to interest new members. (Do not confuse with Member Services Director.)

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	141	\$38,400	\$34,200	\$25,500	\$44,800
State/Regional	86	31,400	29,300	23,000	38,000
Local	35	28,200	28,000	24,000	31,000

TYPE

Trade Associations	125	35,300	30,900	24,200	42,000
Professional Societies	118	34,800	32,000	24,200	40,600

TRADE ASSOCIATIONS

PROFESSIONAL SOCIETIES

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	1	*	*	*	*	2	*	*	*	*
\$200,001-\$300,000	5	\$23,700	\$25,000	*	*	2	*	*	*	*
\$300,001-\$500,000	7	24,600	24,000	*	*	4	*	*	*	*
\$500,001-\$750,000	9	29,500	30,000	*	*	8	\$22,600	\$22,500	*	*
\$750,001-\$1,000,000	12	29,400	27,500	*	*	5	22,400	20,100	*	*
\$1,000,001-\$2,500,000	43	30,800	28,000	\$23,500	\$34,300	37	29,000	27,000	\$23,800	\$35,000
\$2,500,001-\$5,000,000	27	37,700	36,600	28,000	45,000	24	36,500	35,000	30,000	43,500
\$5,000,001-\$10,000,000	9	44,400	36,000	*	*	21	37,900	38,000	33,300	43,000
Over \$10,000,000	12	62,000	54,700	*	*	14	51,700	43,300	*	*

AREA

New England	1	*	*	*	*	1	*	*	*	*
Middle Atlantic	6	29,300	30,500	*	*	10	37,300	34,000	*	*
East North Central	8	31,300	28,000	*	*	10	42,000	28,800	*	*
West North Central	8	28,400	25,300	*	*	1	*	*	*	*
South Atlantic	15	41,700	34,000	*	*	21	38,100	33,000	23,800	42,600
East South Central	1	*	*	*	*	1	*	*	*	*
West South Central	5	34,700	42,000	*	*	4	*	*	*	*
Mountain	2	*	*	*	*	2	*	*	*	*
Pacific	6	34,500	36,300	*	*	9	27,800	22,000	*	*

SCOPE

National	59	40,100	34,000	\$26,000	\$45,000	73	37,400	35,000	25,400	43,800
State/Regional	45	31,700	27,300	24,000	36,700	31	31,400	30,700	22,000	39,900
Local	20	28,500	28,700	23,300	32,000	13	27,100	27,000	*	*

*Indicates too few responses for valid statistics.

TABLE 33

TOTAL CASH COMPENSATION POSITION: PUBLIC RELATIONS DIRECTOR

Description of Functions: Directs the association's promotion, publicity, and public relations activities. Provides public relations assistance to members and member committees. Develops cooperative public relations programs with related industries and/or associations. Initiates and administers public and media relations projects for and/or by the association. (Do not confuse with Advertising Director or Marketing Director.)

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	158	\$45,800	\$42,600	\$33,700	\$54,900
State/Regional	124	32,600	30,000	24,000	39,200
Local	41	28,100	26,000	22,800	32,500

TYPE

Trade Associations	140	40,400	36,000	28,000	48,400
Professional Societies	156	37,800	35,900	25,900	45,000

TRADE ASSOCIATIONS

PROFESSIONAL SOCIETIES

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	1	*	*	*	*	4	*	*	*	*
\$200,001-\$300,000	1	*	*	*	*	2	*	*	*	*
\$300,001-\$500,000	7	\$31,900	\$30,700	*	*	8	\$23,600	\$23,500	*	*
\$500,001-\$750,000	9	26,400	24,800	*	*	8	26,200	25,000	*	*
\$750,001-\$1,000,000	15	32,100	31,800	*	*	7	30,100	26,200	*	*
\$1,000,001-\$2,500,000	44	33,100	29,800	\$24,000	\$39,800	47	30,400	30,000	\$22,600	\$37,400
\$2,500,001-\$5,000,000	28	46,200	43,300	36,800	50,800	24	38,900	38,800	30,800	45,000
\$5,000,001-\$10,000,000	17	48,700	45,000	*	*	27	44,500	45,000	36,000	53,000
Over \$10,000,000	17	60,900	56,000	*	*	26	51,900	52,600	38,400	63,600

AREA

New England	2	*	*	*	*	1	*	*	*	*
Middle Atlantic	6	35,100	37,400	*	*	9	41,500	45,000	*	*
East North Central	10	32,500	27,000	*	*	18	40,300	35,500	*	*
West North Central	11	33,000	32,000	*	*	5	34,200	30,000	*	*
South Atlantic	16	56,000	43,500	*	*	21	38,500	37,400	23,300	50,700
East South Central	3	*	*	*	*	0	—	—	—	—
West South Central	4	*	*	*	*	3	*	*	*	*
Mountain	2	*	*	*	*	4	*	*	*	*
Pacific	7	31,500	31,800	*	*	7	33,500	27,400	*	*

SCOPE

National	68	48,600	45,000	32,900	57,300	79	44,100	43,500	35,000	53,000
State/Regional	55	33,300	31,800	26,000	39,200	53	33,000	29,600	24,100	38,600
Local	16	28,500	26,000	*	*	23	27,600	25,000	22,000	33,000

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 34

TOTAL CASH COMPENSATION **POSITION: REGIONAL OFFICE MANAGER**

Description of Functions: Directs the activities of the association in a designated area or region of the country. Supervises and administers the staff of the regional office. Responsible for regional budget, office administration, and clerical operations. Coordinates and carries out association's program activities in a particular region or area.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	33	\$39,500	\$37,500	\$30,500	\$49,000
State/Regional	15	31,300	29,000	*	*
Local	3	*	*	*	*

TYPE

Trade Associations	28	38,100	35,000	27,000	49,000
Professional Societies	15	31,500	31,000	24,000	37,500

TRADE ASSOCIATIONS**PROFESSIONAL SOCIETIES**

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	0	—	—	—	—	1	*	*	*	*
\$200,001-\$300,000	0	—	—	—	—	0	—	—	—	—
\$300,001-\$500,000	0	—	—	—	—	1	*	*	*	*
\$500,001-\$750,000	1	*	*	*	*	0	—	—	—	—
\$750,001-\$1,000,000	3	*	*	*	*	0	—	—	—	—
\$1,000,001-\$2,500,000	9	\$37,300	\$35,000	*	*	3	*	*	*	*
\$2,500,001-\$5,000,000	7	40,300	35,000	*	*	5	\$28,400	\$30,000	*	*
\$5,000,001-\$10,000,000	3	*	*	*	*	1	*	*	*	*
Over \$10,000,000	5	43,600	40,000	*	*	4	*	*	*	*

AREA

New England	0	—	—	—	—	2	*	*	—	—
Middle Atlantic	2	*	*	*	*	2	*	*	—	—
East North Central	1	*	*	*	*	2	*	*	—	—
West North Central	0	—	—	—	—	1	*	*	—	—
South Atlantic	5	45,600	50,000	*	*	1	*	*	—	—
East South Central	0	—	—	—	—	1	*	*	—	—
West South Central	1	*	*	*	*	0	—	—	—	—
Mountain	0	—	—	—	—	0	—	—	—	—
Pacific						1	*	*	—	—

SCOPE

National	17	44,000	40,000	*	*	12	32,400	32,600	*	*
State/Regional	8	30,600	28,600	*	*	3	*	*	*	*
Local	3	*	*	*	*	0	—	—	—	—

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 35

TOTAL CASH COMPENSATION

POSITION: RESEARCH DIRECTOR

Description of Functions: Directs the association's technical research activities. Assists members or member committees in development and execution of their technical research programs. May carry out technical research involving standards and/or product or service specifications.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	95	\$53,600	\$50,300	\$39,000	\$66,000
State/Regional	40	38,100	34,000	25,800	51,600
Local	1	*	*	*	*

TYPE

Trade Associations	79	48,700	46,000	32,500	64,100
Professional Societies	46	50,400	49,700	36,500	60,700

TRADE ASSOCIATIONS

PROFESSIONAL SOCIETIES

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	1	*	*	*	*	0	—	—	—	—
\$200,001-\$300,000	1	*	*	*	*	1	*	*	*	*
\$300,001-\$500,000	5	\$28,000	\$28,000	*	*	1	*	*	*	*
\$500,001-\$750,000	4	*	*	*	*	0	—	—	—	—
\$750,001-\$1,000,000	2	*	*	*	*	1	*	*	*	*
\$1,000,001-\$2,500,000	20	43,600	39,000	\$30,400	\$58,200	10	\$45,300	\$43,600	*	*
\$2,500,001-\$5,000,000	19	48,400	48,000	*	*	8	48,900	45,600	*	*
\$5,000,001-\$10,000,000	14	58,900	55,800	*	*	14	47,400	49,800	*	*
Over \$10,000,000	13	64,800	65,000	*	*	9	64,900	58,500	*	*

AREA

New England	0	—	—	—	—	1	*	*	*	*
Middle Atlantic	3	*	*	*	*	7	48,000	49,500	*	*
East North Central	5	39,800	33,300	*	*	5	56,200	52,000	*	*
West North Central	3	*	*	*	*	4	*	*	*	*
South Atlantic	8	53,600	47,900	*	*	6	64,900	54,100	*	*
East South Central	1	*	*	*	*	0	—	—	—	—
West South Central	0	—	—	—	—	0	—	—	—	—
Mountain	0	—	—	—	—	2	*	*	*	*
Pacific	2	*	*	*	*	0	—	—	—	—

SCOPE

National	54	54,600	52,300	36,400	68,100	36	53,500	50,300	\$40,600	\$63,300
State/Regional	25	36,200	32,800	26,400	47,000	9	35,800	32,500	*	*
Local	0	—	—	—	—	0	—	—	—	—

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 36 **TOTAL CASH COMPENSATION**
POSITION: TECHNICAL DIRECTOR

Description of Functions: Plans and administers the technical activities of the association (other than technical research). Assists members or member committees in development and execution of their technical programs. May be a specialist in one or more of the functional fields within the association's mission.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	100	\$51,700	\$48,300	\$38,800	\$60,800
State/Regional	23	37,700	32,000	28,000	45,000
Local	6	26,900	26,200	*	*

TYPE

Trade Associations	76	48,300	44,000	32,100	59,800
Professional Societies	47	47,700	46,000	34,200	58,000

TRADE ASSOCIATIONS

PROFESSIONAL SOCIETIES

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	1	*	*	*	*	1	*	*	*	*
\$200,001-\$300,000	2	*	*	*	*	0	—	—	—	—
\$300,001-\$500,000	3	*	*	*	*	2	*	*	*	*
\$500,001-\$750,000	8	\$31,500	\$28,500	*	*	0	—	—	—	—
\$750,001-\$1,000,000	4	*	*	*	*	3	*	*	*	*
\$1,000,001-\$2,500,000	27	44,300	43,000	\$36,000	\$51,000	12	\$41,400	\$44,900	*	*
\$2,500,001-\$5,000,000	15	54,800	48,100	*	*	15	45,800	42,300	*	*
\$5,000,001-\$10,000,000	10	60,200	60,300	*	*	7	56,200	55,500	*	*
Over \$10,000,000	5	75,600	86,700	*	*	6	72,700	70,300	*	*

AREA

New England	0	—	—	—	—	0	—	—	—	—
Middle Atlantic	6	33,900	29,300	*	*	6	56,900	58,000	*	*
East North Central	9	52,100	43,000	*	*	8	52,400	44,700	*	*
West North Central	1	*	*	*	*	1	*	*	*	*
South Atlantic	12	52,700	48,000	*	*	9	45,300	49,200	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	2	*	*	*	*	1	*	*	*	*
Mountain	1	*	*	*	*	0	—	—	—	—
Pacific	2	*	*	*	*	2	*	*	*	*

SCOPE

National	58	52,200	47,800	37,000	63,000	37	51,000	49,200	\$39,100	\$60,000
State/Regional	16	36,800	32,000	*	*	6	41,300	36,800	*	*
Local	2	*	*	*	*	4	*	*	*	*

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.

TABLE 37
TOTAL CASH COMPENSATION
POSITION: WASHINGTON OFFICE HEAD

Description of Functions: For associations with headquarters outside of Washington, DC, serves as the association's governmental liaison official in Washington. Principal responsibilities are to keep informed on pending regulation and legislation, and to present the association's point-of-view on behalf of its members. Advises and assists members and member committees on federal regulatory or legislative matters.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	44	\$71,300	\$66,400	\$52,400	\$86,300
State/Regional	3	*	*	*	*
Local	0	—	—	—	—

TYPE

Trade Associations	22	72,100	69,900	39,400	96,400
Professional Societies	20	61,900	61,900	55,000	69,800

TRADE ASSOCIATIONS**PROFESSIONAL SOCIETIES**

BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
\$200,000 or less	0	—	—	—	—	0	—	—	—	—
\$200,001-\$300,000	1	*	*	*	*	0	—	—	—	—
\$300,001-\$500,000	0	—	—	—	—	1	*	*	*	*
\$500,001-\$750,000	2	*	*	*	*	0	—	—	—	—
\$750,001-\$1,000,000	1	*	*	*	*	0	—	—	—	—
\$1,000,001-\$2,500,000	6	\$47,400	\$38,800	*	*	0	—	—	—	—
\$2,500,001-\$5,000,000	1	*	*	*	*	6	\$57,600	\$61,300	*	*
\$5,000,001-\$10,000,000	2	*	*	*	*	6	60,400	62,600	*	*
Over \$10,000,000	8	96,100	88,600	*	*	7	72,400	62,000	*	*

AREA

New England	0	—	—	—	—	0	—	—	—	—
Middle Atlantic	1	*	*	*	*	1	*	*	*	*
East North Central	1	*	*	*	*	4	*	*	*	*
West North Central	1	*	*	*	*	1	*	*	*	*
South Atlantic	2	*	*	*	*	0	—	—	—	—
East South Central	1	*	*	*	*	0	—	—	—	—
West South Central	0	—	—	—	—	1	*	*	*	*
Mountain	0	—	—	—	—	0	—	—	—	—
Pacific	0	—	—	—	—	1	*	*	*	*

SCOPE

National	20	75,500	75,600	\$42,500	\$97,100	20	61,900	61,600	\$55,000	\$69,800
State/Regional	2	*	*	*	*	0	—	—	—	—
Local	0	—	—	—	—	0	—	—	—	—

*Indicates too few responses for valid statistics.

Note: Dashes (—) denote no data available because there were no responses in the category.



. SECTION III .

**PERSONNEL PRACTICES
AND FRINGE BENEFITS**

TABLE 38

PERSONNEL PRACTICES
ANALYSIS OF SALARY ADMINISTRATION POLICIES BY
ASSOCIATION SCOPE
POSITION: ALL MANAGEMENT PERSONNEL

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Established Salary Structure Practices for Management Personnel:								
Total Respondents	2,065	100%	846	100%	874	100%	345	100%
Salary Grades								
Yes	353	17%	195	23%	113	13%	45	13%
No	1,514	73%	545	64%	699	80%	270	78%
No Answer	198	10%	106	13%	62	7%	30	9%
Salary Ranges								
Yes	657	32%	325	38%	232	27%	100	29%
No	1,240	60%	429	51%	584	66%	227	66%
No Answer	168	8%	92	11%	58	7%	18	5%
Types of Salary Increases								
Merit Increases	1,630	79%	669	79%	686	79%	275	80%
General (across-the board) Increases	613	30%	220	26%	287	33%	106	31%
Cost-of-Living Increases	732	35%	271	32%	336	38%	125	36%
Length-of-Service Increases	251	12%	78	9%	127	15%	46	13%
Usual Intervals and Timing of Salary Reviews								
Usual Interval								
6 months	78	4%	23	3%	35	4%	20	6%
12 months	1,655	80%	661	78%	721	82%	273	79%
Other*	10	1%	4	1%	5	1%	1	**
No set interval	64	3%	24	3%	28	3%	12	4%
No Answer	258	12%	134	15%	85	10%	39	11%
Usual Timing								
Anniversary date	483	23%	241	29%	171	20%	71	21%
January 1	494	24%	166	20%	223	25%	105	30%
Fiscal Year	543	26%	179	21%	278	32%	86	25%
Annual Convention	58	3%	37	4%	19	2%	2	1%
Other	62	3%	32	4%	15	2%	15	4%
No Answer	425	21%	191	22%	168	19%	66	19%
Cash Bonus System								
For Chief Paid Executive								
Yes	459	22%	167	20%	200	23%	92	27%
No	1,508	73%	604	71%	658	75%	246	71%
No Answer	98	5%	75	9%	16	2%	7	2%
For Second Highest Paid Executive								
Yes	278	13%	103	12%	123	14%	52	15%
No	1,441	70%	594	70%	617	71%	230	67%
No Answer	346	17%	149	18%	134	15%	63	18%
For Department Heads								
Yes	282	14%	116	14%	119	14%	47	14%
No	1,385	67%	576	68%	586	67%	223	64%
No Answer	398	19%	154	18%	169	19%	75	22%

**Less than 1%.

TABLE 39**PERSONNEL PRACTICES****ANALYSIS OF EMPLOYMENT CONTRACTS BY ASSOCIATION SCOPE****POSITION: CHIEF PAID EXECUTIVE, DEPUTY CHIEF PAID EXECUTIVE**

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Prevalence and Type of Contract								
Chief Paid Executive								
Total Respondents	1,860	100%	719	100%	822	100%	319	100%
Type of Contract								
Formal Contract	620	33%	284	39%	242	30%	94	29%
Letter of Agreement	231	12%	93	13%	101	12%	37	12%
Retained by Resolution of the Board	516	28%	200	28%	240	29%	76	24%
Verbal Arrangement Only	478	26%	136	19%	232	28%	110	34%
Other	15	1%	6	1%	7	1%	2	1%
Term of Contract								
1 Year	190	22%	71	19%	77	22%	42	32%
2 Years	74	9%	34	9%	32	9%	8	6%
3-4 Years	331	39%	161	43%	126	37%	44	34%
5 Years	22	3%	10	3%	9	3%	3	2%
Deputy Chief Paid Executive								
Total Respondents	1,269	100%	535	100%	543	100%	191	100%
Type of Contract								
Formal Contract	72	6%	38	7%	24	4%	10	5%
Letter of Agreement	180	14%	94	18%	67	12%	19	10%
Retained by Resolution of the Board	158	12%	75	14%	66	12%	17	9%
Verbal Arrangement Only	821	65%	310	58%	370	69%	141	74%
Other	38	3%	18	3%	16	3%	4	2%
Term of Contract								
1 Year	60	24%	26	20%	26	29%	8	28%
2 Years	8	3%	3	2%	3	3%	2	7%
3-4 Years	24	10%	10	8%	11	12%	3	10%
5 Years	2	1%	2	2%				
Prevalence of a Contract Clause Allowing Association to Terminate Before the Term of the Contract								
Chief Paid Executive								
Yes	536	63%	233	62%	213	62%	90	69%
No	183	22%	85	23%	69	20%	29	22%
No Answer	132	15%	59	15%	61	18%	12	9%
Deputy Chief Executive								
Yes	65	26%	32	24%	22	24%	11	38%
No	66	26%	38	29%	22	24%	6	21%
No Answer	121	48%	62	47%	47	52%	12	41%
Length of Notice to be Given on Termination								
Chief Paid Executive								
1 month	73	13%	23	10%	34	16%	16	18%
2 months	69	13%	27	12%	33	16%	9	10%
3 months	155	29%	61	26%	61	29%	33	37%
4 months	19	3%	8	3%	9	4%	2	2%
5-6 months	123	23%	68	30%	36	17%	19	21%
8-11 months	3	1%	3	1%				
12 months	19	4%	9	4%	9	4%	1	1%
Other	8	1%	3	1%	5	2%		
No Answer	67	13%	31	13%	26	12%	10	11%
Average (months)	4.1		4.6		3.7		2.9	

TABLE 39**PERSONNEL PRACTICES** *Continued***ANALYSIS OF EMPLOYMENT CONTRACTS BY ASSOCIATION SCOPE****POSITION: CHIEF PAID EXECUTIVE, DEPUTY CHIEF PAID EXECUTIVE**

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Deputy Paid Executive								
1 month	24	37%	11	34%	9	41%	4	36%
2 months	3	5%	2	6%	1	5%		
3 months	21	32%	12	38%	4	18%	5	46%
5 months	1	2%			1	5%		
6 months	6	9%	3	9%	3	13%		
No Answer	10	15%	4	13%	4	18%	2	18%
Average (months)	2.4		2.5		2.6		2.1	
Prevalence of a Severance Pay Clause								
Chief Paid Executive								
Yes	360	42%	169	45%	130	38%	61	47%
No	362	43%	151	40%	150	44%	61	47%
No Answer	129	15%	57	15%	63	18%	9	6%
Deputy Chief								
Yes	39	16%	24	18%	10	11%	5	17%
No	105	42%	54	41%	38	42%	13	45%
No Answer	108	42%	54	41%	43	47%	11	38%
Manner in Which Severance is Determined and Duration of Severance								
Chief Paid Executive								
Set Period	196	54%	86	51%	74	57%	36	59%
Portion of Salary	32	9%	17	10%	9	7%	6	10%
Other	11	3%	7	4%	2	2%	2	3%
No Answer	121	34%	59	35%	45	34%	17	28%
If Set Period:								
Length of Period								
1 month	8	4%	1	1%	5	7%	2	6%
2 months	10	5%	2	3%	3	4%	5	14%
3 months	46	23%	19	22%	17	23%	10	28%
4 months	6	3%	1	1%	4	5%	1	3%
6 months	56	29%	26	30%	18	24%	12	33%
8-11 months	3	2%	3	4%				
12 months	36	18%	20	23%	13	18%	3	8%
Other	10	5%	6	7%	4	5%		
No Answer	21	11%	8	9%	10	14%	3	8%
Deputy Chief Paid Executive								
Set Period	19	49%	12	50%	4	40%	3	60%
Portion of Salary	6	15%	4	17%	2	20%		
Other								
No Answer	14	36%	8	33%	4	40%	2	40%
If Set Period:								
Length of Period								
1 month	5	26%	4	34%	1	25%		
2 months	2	11%	2	17%				
3 months	3	16%	2	17%			1	34%
6 months	3	16%	1	8%	1	25%	1	33%
12 months	3	16%	1	8%	1	25%	1	33%
Other	2	11%	1	8%	1	25%		
No Answer	1	4%	1	8%				

TABLE 40**PERSONNEL PRACTICES****ANALYSIS OF EMPLOYMENT EXPERIENCE BY ASSOCIATION SCOPE****POSITION: CHIEF PAID EXECUTIVE, DEPUTY CHIEF PAID EXECUTIVE**

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Chief Paid Executive								
Total Respondents	1,860	100%	719	100%	822	100%	319	100%
Number of years in present position								
1-2	334	18%	126	18%	145	17%	63	20%
3-5	424	23%	179	25%	172	21%	73	23%
6-9	400	22%	153	21%	179	22%	68	21%
10-14	303	16%	104	14%	150	18%	49	15%
15-19	169	9%	61	8%	82	10%	26	8%
20-29	139	7%	50	7%	65	8%	24	8%
30 or more	33	2%	14	2%	13	2%	6	2%
No answer	50	3%	32	5%	16	2%	10	3%
Previous Position								
Current Association (different capacity)	342	18%	150	21%	156	19%	36	11%
Another Association	610	33%	221	31%	268	33%	121	39%
Government	147	8%	41	6%	85	10%	21	7%
Military	36	2%	19	3%	6	1%	11	3%
Private Industry	373	20%	145	20%	161	20%	67	21%
Self-Employed Professional	93	5%	37	5%	36	4%	20	6%
Educational Institution	112	6%	59	8%	42	5%	11	3%
Other	92	5%	31	4%	41	5%	20	6%
No Answer	55	3%	16	2%	27	3%	12	4%
Deputy Chief Paid Executive								
Total Respondents	1,269	100%	535	100%	543	100%	191	100%
Number of years in present position								
1-2	370	29%	153	28%	161	30%	56	29%
3-5	301	24%	138	26%	120	22%	43	23%
6-9	229	18%	86	16%	101	18%	42	22%
10-14	144	11%	55	10%	69	12%	20	10%
15-19	85	7%	37	7%	37	7%	11	6%
20-29	49	4%	20	4%	25	5%	4	2%
30 or more	10	1%	5	1%	3	1%	2	1%
No Answer	81	6%	41	8%	27	5%	13	7%
Previous Position								
Current Association (different capacity)	223	18%	91	17%	104	19%	28	15%
Another Association	244	19%	126	24%	88	16%	30	16%
Government	100	8%	25	5%	63	12%	12	6%
Military	19	1%	9	1%	7	1%	3	2%
Private Industry	397	31%	171	32%	148	27%	78	40%
Self-Employed Professional	35	3%	15	3%	17	3%	3	2%
Educational Institution	119	9%	60	11%	52	10%	7	4%
Other	86	7%	26	5%	42	8%	18	9%
No Answer	46	4%	12	2%	22	4%	12	6%

TABLE 41

FRINGE BENEFITS

ANALYSIS OF RETIREMENT BENEFITS BY ASSOCIATION SCOPE POSITION: ALL MANAGEMENT PERSONNEL

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Total Respondents	2,065	100%	846	100%	874	100%	345	100%
Types of Retirement Plans*								
One IRS Qualified Retirement Plan	987	48%	440	52%	415	48%	132	38%
More than One IRS Qualified Plan	60	6%	27	6%	30	7%	3	2%
Non-Qualified Deferred Compensation Plan(s)	220	11%	78	9%	105	12%	37	11%
Individual Retirement Acct. (IRA)	285	14%	94	11%	130	15%	61	18%
Tax Sheltered Annuity (TSA)	214	10%	125	15%	66	8%	23	7%
401 K	221	11%	110	13%	85	10%	26	8%
457	10	1%	5	1%	5	1%	0	0
Other	136	7%	54	6%	55	6%	27	8%
None (no plan)	360	17%	114	14%	164	18%	82	24%
Plan is:**								
Defined Benefit Plan	425	43%	211	48%	171	41%	43	33%
Defined Contribution Plan	565	57%	237	54%	245	59%	83	63%
Eligibility								
At age:								
21 and below	414	42%	200	45%	160	39%	54	41%
22-24	31	3%	12	3%	14	3%	5	4%
25	100	10%	44	10%	43	10%	13	10%
26-30	5	***	3	1%	1	***	1	1%
And/or after:								
1 year's employment	480	48%	211	48%	201	48%	68	52%
2 year's employment	35	4%	7	2%	16	4%	12	9%
3 or more year's employment	175	19%	72	18%	83	20%	20	15%
Vesting								
100% immediate	171	17%	71	22%	78	19%	22	17%
Graded 100% in:								
Less than 10 years	329	33%	151	34%	129	31%	49	37%
10 years	207	21%	90	21%	92	22%	25	19%
11-15 years	65	7%	35	8%	23	6%	7	6%
Cliff vesting: 100% after 10 yrs.	118	12%	47	11%	57	14%	14	11%
Other	29	3%	22	5%	6	1%	1	1%
Do not know	21	2%	11	3%	9	2%	1	1%

* Adds to more than 2,065 because of multiple plans.

** Percentages based on number of associations with retirement plans which provided information.

*** Less than 1%

TABLE 41

FRINGE BENEFITS Continued ANALYSIS OF RETIREMENT BENEFITS BY ASSOCIATION SCOPE POSITION: ALL MANAGEMENT PERSONNEL

Retirement age

Normal retirement at:

Under 62

62

65

Over 65

Other ages

Early retirement at:

Under 55

55

60

62

Other ages

Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
33	3%	17	4%	13	3%	3	2%
23	2%	10	2%	9	2%	4	3%
746	76%	343	78%	313	75%	90	68%
22	2%	10	2%	8	2%	4	3%
2	*	0	0	2	1%	0	0
11	1%	8	2%	2	2%	1	1%
322	33%	174	40%	118	28%	30	23%
77	8%	48	11%	23	6%	6	5%
102	10%	38	9%	46	11%	18	14%
20	2%	8	2%	11	3%	1	1%

*Less than 1%.

TABLE 42**FRINGE BENEFITS****ANALYSIS OF LIFE & ACCIDENT INSURANCE BY ASSOCIATION SCOPE
POSITION: ALL MANAGEMENT PERSONNEL**

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Total Respondents	2,065	100%	846	100%	874	100%	345	100%
Basic Life Insurance Coverage								
Yes	1,651	80%	684	80%	709	81%	258	75%
No	314	15%	87	11%	148	17%	79	23%
No Answer	100	5%	75	9%	17	2%	8	2%
Maximum amount								
Under \$50,000	621	37%	210	31%	276	39%	135	52%
\$50,000 or above	972	59%	452	66%	414	58%	106	41%
No Answer	58	4%	22	3%	19	3%	17	7%
Schedule is determined by								
Salary	909	55%	447	65%	347	49%	115	45%
Job classification	310	19%	94	14%	162	23%	54	21%
Both	86	5%	37	5%	39	6%	10	4%
Other	252	15%	80	12%	113	15%	59	22%
No Answer	94	6%	26	4%	48	7%	20	8%
If by salary, amount is								
Under 2 times salary	595	36%	262	38%	237	33%	96	37%
2 times salary or more	461	28%	223	33%	195	28%	43	17%
No Answer	595	36%	199	29%	277	39%	119	46%
% of premium paid by association								
100%	1,527	93%	634	93%	658	93%	235	91%
Under 100%	74	4%	34	5%	26	4%	14	5%
No Answer	50	3%	16	2%	25	3%	9	4%
Accidental Death and Dismemberment Coverage								
Yes	1,365	66%	580	68%	590	67%	195	56%
No	589	29%	192	23%	259	30%	138	40%
No Answer	111	5%	74	9%	25	3%	12	4%
If yes, is it included in life insurance policy?								
Yes	992	73%	434	75%	410	70%	148	76%
No	332	24%	132	23%	161	27%	39	20%
No Answer	41	3%	14	2%	19	3%	8	4%
Maximum coverage is								
Under \$100,000	621	46%	224	39%	289	49%	108	55%
\$100,000-\$150,000	360	26%	176	30%	139	24%	45	23%
Over \$150,000	287	21%	143	25%	113	19%	31	16%
No Answer	97	7%	37	6%	49	8%	11	6%
% of premium paid by association								
100%	1,244	91%	533	92%	538	91%	173	89%
Under 100%	51	4%	23	4%	20	4%	8	4%
No Answer	70	5%	24	4%	32	5%	14	7%
Association provides travel accident coverage								
Yes	958	46%	487	57%	367	42%	104	30%
No	1,006	49%	279	33%	495	57%	232	67%
No Answer	101	5%	80	10%	12	1%	9	3%

TABLE 43**FRINGE BENEFITS****ANALYSIS OF LONG-TERM DISABILITY INSURANCE BY****ASSOCIATION SCOPE****POSITION: ALL MANAGEMENT PERSONNEL**

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Total Respondents	2,065	100%	846	100%	874	100%	345	100%
Association provides a long-term disability plan								
Yes	1,302	63%	560	66%	567	64%	175	51%
No	649	31%	204	24%	285	33%	160	46%
No Answer	114	6%	82	10%	22	3%	10	3%
If yes, after total disability, benefits commence in								
30 days	296	23%	113	20%	138	24%	45	26%
60 days	185	14%	74	13%	85	15%	26	15%
90 days	481	37%	196	35%	221	39%	64	37%
Over 90 days	167	13%	91	16%	58	10%	18	10%
Other	130	10%	70	13%	45	8%	15	8%
No Answer	43	3%	16	3%	20	4%	7	4%
Duration of the payments for accidents is								
Less than 5 years	155	12%	64	11%	64	11%	27	16%
5-10 years	101	8%	29	5%	49	9%	23	13%
Over 10 years	21	2%	10	2%	6	1%	5	3%
To age 65*	657	50%	305	55%	280	49%	72	41%
For Life	271	21%	119	21%	118	21%	34	19%
No Answer	97	7%	33	6%	50	9%	14	8%
Duration of the payments for illness								
Less than 5 years	185	14%	70	13%	83	15%	32	18%
5-10 years	108	8%	33	5%	52	9%	23	13%
Over 10 years	18	2%	9	2%	5	1%	4	2%
To age 65*	635	49%	294	52%	271	48%	70	40%
For Life	219	17%	98	18%	92	16%	29	17%
No Answer	137	10%	56	10%	64	11%	17	10%
Payments are integrated with Social Security								
Yes	680	52%	312	56%	282	50%	86	49%
No	531	41%	217	39%	240	42%	74	42%
No Answer	91	7%	31	5%	45	8%	15	9%
Benefits as % of salary								
Over 60%	231	34%	95	30%	108	38%	28	33%
50%-60%	358	53%	180	58%	133	48%	45	52%
Less than 50%	61	9%	24	8%	26	9%	11	13%
No Answer	30	4%	13	4%	15	5%	2	2%
% of premium paid by association								
100%	624	92%	279	90%	263	93%	82	95%
Less than 100%	48	7%	29	9%	15	5%	4	5%
No Answer	8	1%	4	1%	4	2%	0	0

*Occasionally reported at age 70.

TABLE 44

FRINGE BENEFITS

ANALYSIS OF MEDICAL INSURANCE BY ASSOCIATION SCOPE POSITION: ALL MANAGEMENT PERSONNEL

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Total Respondents	2,065	100%	846	100%	874	100%	345	100%
Association provides medical insurance								
Yes	1,779	86%	701	83%	783	90%	295	86%
No	135	7%	47	6%	53	6%	35	10%
No Answer	151	7%	98	11%	38	4%	15	4%
If yes, types of coverage								
Basic Hospitalization/Surgical	848	48%	382	55%	340	43%	126	43%
Major Medical	1,021	58%	453	65%	412	53%	156	53%
Health Maintenance Organization	253	14%	110	16%	84	11%	59	20%
Direct medical expense	128	7%	57	8%	51	7%	20	7%
Dental Insurance	629	35%	280	40%	249	31%	100	34%
Hospital Indemnity Insurance	87	5%	33	5%	41	5%	13	4%
% of total medical insurance cost paid by the association								
Single Plan								
100%	1,015	57%	431	62%	413	53%	171	58%
51%-99%	132	7%	66	9%	49	6%	17	6%
50%	58	3%	26	4%	27	3%	5	2%
Below 50%	2	*	2	3%	0	0	2	1%
Family Plan								
100%	779	44%	281	40%	390	50%	108	37%
51%-99%	228	13%	125	18%	81	10%	22	8%
50%	71	4%	38	5%	23	3%	10	3%
Below 50%	96	5%	50	7%	32	4%	14	5%

*Less than 1%

TABLE 45

FRINGE BENEFITS

ANALYSIS OF MISCELLANEOUS BUSINESS EXPENSES BY ASSOCIATION SCOPE

POSITION: CHIEF PAID EXECUTIVE, DEPUTY CHIEF PAID EXECUTIVE

	Total No. of Assns.	% of Total Assns.	No. of National Assns.	% of National Assns.	No. of State/ Regional Assns.	% of State/ Regional Assns.	No. of Local Assns.	% of Local Assns.
Chief Paid Executive								
Total Respondents	1,860	100%	719	100%	822	100%	319	100%
Car or Car Allowance	1,314	71%	373	52%	693	84%	248	78%
Country/Residential Club Membership	311	17%	111	15%	164	20%	36	11%
In-town Club Membership	533	29%	194	27%	280	34%	59	19%
Spouse's Travel Expenses	857	46%	332	46%	410	50%	115	36%
Association Dues Paid	1,630	88%	604	84%	745	91%	281	88%
Liability Insurance	926	50%	361	50%	402	49%	163	51%
Executive Physical Exam	361	19%	189	26%	130	16%	42	13%
Low/No Interest Loan Plan	65	4%	35	5%	18	2%	12	4%
Funded Personal Tax Service	55	3%	32	4%	18	2%	5	2%
Educational Expenses	1,039	56%	346	48%	502	61%	191	60%
Other	64	3%	28	4%	27	3%	9	3%
Deputy Chief Paid Executive								
Total Respondents	1,269	100%	535	100%	543	100%	191	100%
Car or Car Allowance	450	35%	103	19%	264	49%	83	43%
Country/Residential Club Membership	55	4%	21	4%	29	5%	5	3%
In-town Club Membership	128	10%	50	9%	63	12%	15	8%
Spouse's Travel Expenses	203	16%	80	15%	100	18%	23	12%
Association Dues Paid	731	58%	322	60%	311	57%	98	51%
Liability Insurance	446	35%	198	37%	178	33%	70	37%
Executive Physical Exam	154	12%	91	17%	55	10%	8	4%
Low/No Interest Loan Plan	19	2%	13	2%	3	1%	3	2%
Funded Personal Tax Service	17	1%	13	2%	3	1%	1	1%
Educational Expenses	589	46%	230	43%	273	50%	86	45%
Other	18	1%	7	1%	8	2%	3	2%



. IV .

**Characteristics
of the Sample**

TABLE 46

CHARACTERISTICS OF SAMPLE

ANALYSIS OF ASSOCIATIONS BY BUDGET CLASSIFICATIONS

Association Budget	Number of Associations	\$200,000 or Under	\$200,001-\$300,000	\$300,001-\$500,000	\$500,001-\$750,000	\$750,001-\$1,000,000	\$1,000,001-\$2,500,000	\$2,500,001-\$5,000,000	\$5,000,001-\$10,000,000	Over \$10,000,000
Type of Association										
TRADE ASSOCIATIONS										
Total	1,123	183	131	186	128	99	229	87	38	42
Manufacturing	169	15	15	29	19	16	42	17	7	9
Agricultural/Food Processing	67	7	5	8	9	11	15	4	5	3
Financial or Banking	74	8	6	8	12	1	21	9	5	4
Insurance	35	1	4	5	7	6	5	2	0	5
Health Care	82	16	7	12	11	8	19	6	2	1
Construction	168	45	40	36	15	8	19	4	1	0
Transportation	31	8	3	5	2	6	3	2	1	1
Wholesale or Retail	120	20	10	16	10	13	29	13	5	4
Service Industries	99	19	11	20	9	9	21	7	1	2
Other	278	44	30	47	34	21	55	23	11	13
PROFESSIONAL SOCIETIES										
Total	790	97	68	127	94	55	163	81	58	47
Legal	56	7	6	9	7	5	12	5	3	2
Medical	150	26	13	23	15	7	22	17	15	12
Pharmacy	13	2	1	4	3	1	0	0	1	1
Educational	132	23	7	20	21	7	25	13	11	5
Business	25	2	2	3	5	1	9	2	0	1
Insurance	27	6	7	6	1	1	2	0	4	0
Real Estate	94	6	7	20	11	10	31	7	2	0
Technical	60	5	2	5	2	7	16	6	9	8
Fraternal or Recreational	32	1	0	8	7	4	5	3	1	3
Other	201	19	23	29	22	12	41	28	12	15
TOTAL RESPONSES	1,913	280	199	313	222	154	392	168	96	89

TABLE 47

CHARACTERISTICS OF SAMPLE

ANALYSIS OF ASSOCIATIONS BY GEOGRAPHIC LOCATION

Geographic Location		Number of Associations	New England	Middle Atlantic	East North Central	West North Central	South Atlantic	East South Central	West South Central	Mountain	Pacific
Type of Association											
TRADE ASSOCIATIONS											
Total		500	23	56	92	50	137	23	37	20	62
Manufacturing		76	5	11	14	5	35	0	3	0	3
Agricultural/Food Processing		29	0	0	7	4	10	0	3	1	4
Financial or Banking		39	1	4	7	3	11	3	5	2	3
Insurance		10	0	1	3	1	2	0	2	1	0
Health Care		41	2	6	6	4	13	4	2	1	3
Construction		67	1	10	14	7	13	4	4	4	10
Transportation		14	2	0	4	2	4	1	0	0	1
Wholesale or Retail		54	3	4	13	6	13	2	6	1	6
Service Industries		53	0	4	9	5	13	2	3	6	11
Other		117	9	16	15	13	23	7	9	4	21
PROFESSIONAL SOCIETIES											
Total		367	9	49	74	32	105	7	21	26	44
Legal		26	1	2	3	4	10	1	1	2	2
Medical		69	1	7	15	5	16	2	5	6	12
Pharmacy		8	0	0	1	0	3	2	0	1	1
Educational		62	2	7	17	4	19	0	3	5	5
Business		11	0	1	3	2	2	0	2	1	0
Insurance		14	0	1	3	2	3	0	0	3	2
Real Estate		45	1	8	7	6	8	0	5	4	6
Technical		27	1	7	4	0	11	0	1	1	2
Fraternal or Recreational		10	0	2	4	1	2	0	0	1	0
Other		95	3	14	17	8	31	2	4	2	14
TOTAL RESPONSES		867	32	105	166	82	242	30	58	46	106
Scope of Association											
National		369	7	50	72	29	165	2	12	14	18
State/Regional		346	22	38	59	43	51	25	26	26	56
Local		148	3	16	35	9	25	3	19	6	32
TOTAL RESPONSES		863	32	104	166	81	241	30	57	46	106

TABLE 48

CHARACTERISTICS OF SAMPLE

ANALYSIS OF ASSOCIATIONS BY SIZE OF STAFF

Staff Size	Total	1-5	6-10	11-20	21-30	31-100	Over 100
Type of Association							
TRADE ASSOCIATIONS							
Total	1,107	508	245	161	113	46	34
Manufacturing	170	70	37	30	18	9	6
Agricultural/Food Processing	63	29	14	11	4	5	0
Financial or Banking	73	25	11	17	10	7	3
Insurance	35	13	10	5	2	1	4
Health Care	79	30	22	13	9	1	4
Construction	168	115	27	21	1	4	0
Transportation	32	16	11	1	2	2	0
Wholesale or Retail	119	51	34	13	17	3	1
Service Industries	95	47	19	14	8	4	3
Other	273	112	60	36	42	10	13
PROFESSIONAL SOCIETIES							
Total	783	291	148	128	102	66	48
Legal	56	17	14	14	7	2	2
Medical	150	57	27	20	24	9	13
Pharmacy	13	6	4	1	0	1	1
Educational	129	55	24	15	17	14	4
Business	25	13	3	4	4	0	1
Insurance	27	20	2	1	1	3	0
Real Estate	97	35	23	25	11	3	0
Technical	58	8	10	12	11	10	7
Fraternal or Recreational	30	6	8	10	2	0	4
Other	198	74	33	26	25	24	16
TOTAL RESPONSES	1,890	799	393	289	215	112	82

TABLE 49**CHARACTERISTICS OF SAMPLE
ANALYSIS OF ASSOCIATIONS BY SCOPE****Type of Association****TRADE ASSOCIATIONS**

Total

Manufacturing

Agricultural/Food Processing

Financial or Banking

Insurance

Health Care

Construction

Transportation

Wholesale or Retail

Service Industries

Other

PROFESSIONAL SOCIETIES

Total

Legal

Medical

Pharmacy

Educational

Business

Insurance

Real Estate

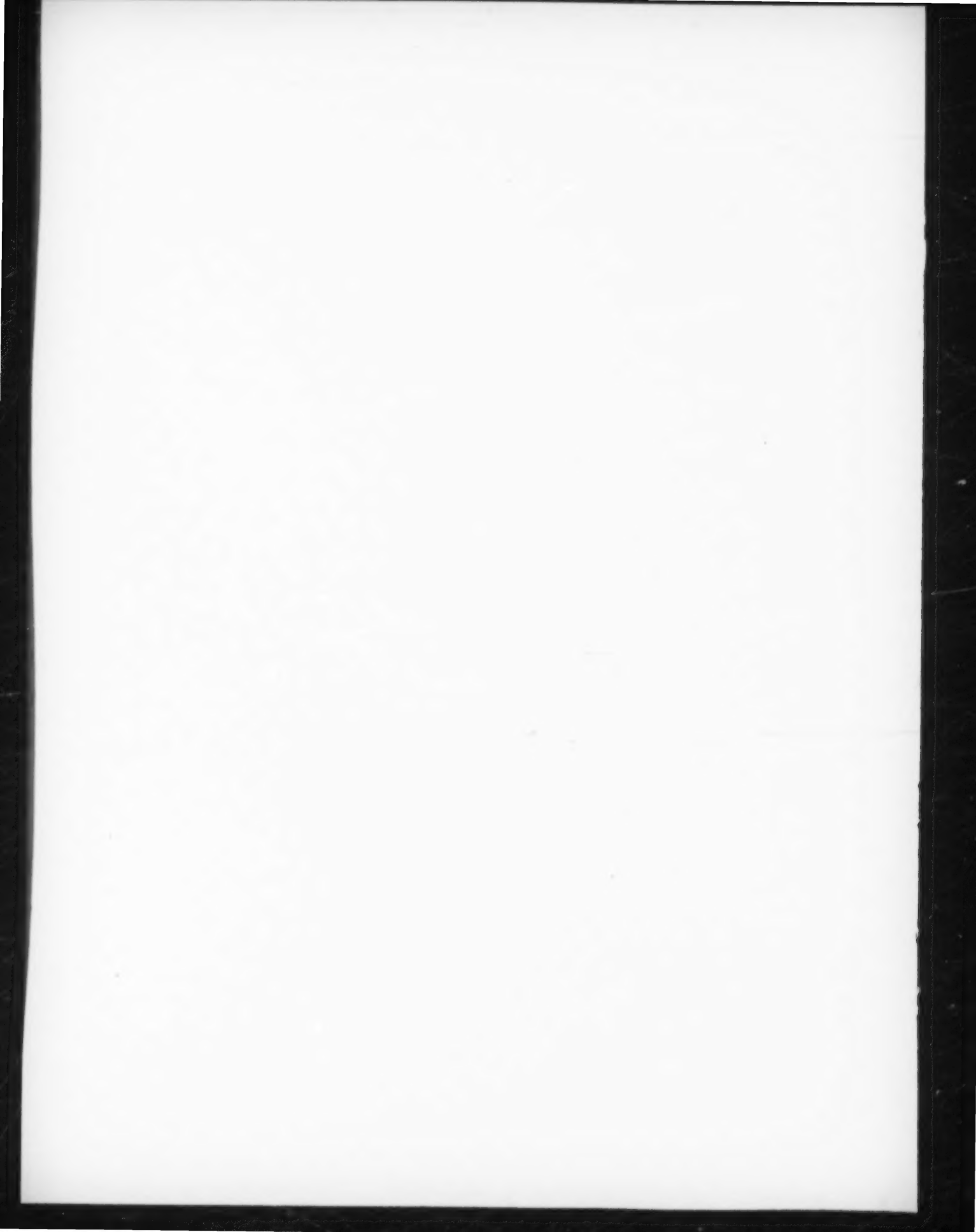
Technical

Fraternal or Recreational

Other

TOTAL RESPONSES

Total	National	State/Regional	Local
1,122	424	530	168
169	126	34	9
67	34	33	0
73	19	51	3
35	9	24	2
82	20	59	3
167	18	75	74
32	10	21	1
120	42	71	7
99	41	46	12
278	105	116	57
790	369	281	140
56	13	33	10
150	66	60	24
13	2	11	0
132	95	31	6
25	15	7	3
27	5	18	4
97	4	28	65
60	54	6	0
31	23	6	2
199	92	81	26
1,912	793	811	308



. APPENDIX .

Survey Instrument

INSTRUCTIONS

This survey covers personnel in management positions, exempt from the provisions of the Federal Labor Standards Act. Throughout the questionnaire, the term "management personnel" applies to the following: Chief Paid Executive, Second Highest Paid Executive, and Division/Department Head (any individual responsible for an activity of the association who reports directly to the Chief Paid Executive or his or her Deputy).

All data should be that in effect on January 1, 1987 or as close to that date as possible. Most questions can be answered by a check mark or a short fill-in answer. If necessary, please work with your human resource or finance staff to confirm salary or benefit information for specific positions. Explanations may be added to clarify unusual situations or practices, in order to assure a clear determination of position comparability.

Section One

Section One has three parts:

1. Classification information of the association
2. Management compensation practices
3. Benefits provided to management personnel

Section Two

This section is devoted to basic salary information for top management personnel. There is a separate part for each of 24 division/department head positions, and for the Chief Paid Executive and the second highest paid executive. Please report data only for those of your staff that spend 75% of their time in the tasks defined on each form. The titles of the various positions may not match exactly with the title

in your association. It is the responsibilities of each position, as described in each section, that are of major importance.

Within your association, you may have only one or two positions that correspond to the actual positions listed in the questionnaire. If so, fill out only those sections that correspond to the actual positions in your association. If you have several individuals who hold the same position, please indicate salary information for each person in the position. For example, some associations may have several field staff directors. The salary for each would be listed in that position.

Please return your completed survey in the envelope provided to:

Center for Organization Development
Penthouse Suite
183 East Main St.
Rochester, NY 14604-1613

The deadline for completing the survey is December 19, 1986. If you have any questions about filling out the questionnaire please contact:

Vivian VanRaay, Research Associate,
ASAE (202) 626-2728, or Toby Teumer,
Center for Organization Development,
(800) 828-6306 [in New York State,
(716) 454-3640].

Attention Management Company Executives:

We recognize the important contribution you make to the association management community, however the structure of this survey does not permit us to gather comparable data on separate sample populations. The results of the present survey are available to you at the participant price by completing the order form and returning it in the envelope provided.

Section 1-Part 1

CLASSIFICATION INFORMATION

1. Type of membership (Please check only one.)

Trade Association (primarily company members)

1. Manufacturing _____
2. Agricultural or Food Processing _____
3. Financial or Banking _____
4. Insurance _____
5. Health Care _____
6. Construction _____
7. Transportation _____
8. Wholesale or Retail _____
9. Service Industries _____
10. Other (describe) _____

Professional Society (primarily individual members)

11. Legal _____
12. Medical _____
13. Pharmacy _____
14. Educational _____
15. Business _____
16. Insurance _____
17. Real Estate _____
18. Technical _____
19. Fraternal or Recreational _____
20. Other (describe) _____

2. Tax status of the primary (parent) employing organization (Please check only one.)

Tax exempt under Internal Revenue Code Section:

- 501(c)(3) _____
- 501(c)(6) _____
- Other _____ (Please specify) _____

Not tax exempt _____

3. Total annual income for the most recent past fiscal year (Please include all association activities.)

1. \$200,000 or under _____
2. \$200,001-\$300,000 _____
3. \$300,001-\$500,000 _____
4. \$500,001-\$750,000 _____
5. \$750,001-\$1,000,000 _____
6. \$1,000,001-\$2,500,000 _____
7. \$2,500,001-\$5,000,000 _____
8. \$5,000,001-\$10,000,000 _____
9. Over \$10,000,000 _____

4. Total payroll expense for the most recent past fiscal year. \$ _____

5. **Geographical scope of your association** (Please check only one.)

International/National _____ State/Regional _____ Local _____

6. **How many full-time persons, in total, are employed in your association as of January 1, 1987?** _____

7. **How many part-time personnel, in total, are employed by your association as of January 1, 1987?** _____

Section 1-Part 2

**MANAGEMENT COMPENSATION PRACTICES
SALARY ADMINISTRATION/EMPLOYMENT PROFILE**

1. **Does your association have an established salary structure?**

	Yes	No
Salary grades	_____	_____
Salary ranges	_____	_____

2. **What type(s) of salary increases are usually granted to personnel?** (Please check all that apply.)

Merit increases	a. _____
General (across-the-board) increases	b. _____
Cost-of-living increases	c. _____
Length-of-service increases	d. _____

3. **What are the usual intervals and timing of merit salary reviews for exempt personnel?**

<i>Usual Interval</i>	<i>Usual Timing</i>
6 months _____	Anniversary date _____
12 months _____	January 1 _____
Other (specify) _____	Fiscal Year _____
No set interval _____	Annual Convention _____
	Other (specify) _____

4. **Does your association have any type of cash bonus system for management personnel?**

	Yes	No
Chief Paid Executive	_____	_____
Second Highest Paid Executive	_____	_____
Department Head	_____	_____

5. Under what type of arrangement are the chief executive officer and the second highest paid executive retained by the association? Please check the appropriate arrangement.

	Executive Head	Second Highest Paid Executive
a. Formal Contract	a. _____	a. _____
b. Letter of Agreement	b. _____	b. _____
c. Retained by Resolution of the Board	c. _____	c. _____
d. Verbal Arrangement Only	d. _____	d. _____
e. Other (specify)	e. _____	e. _____
f. If written, what is the duration?	f. _____ years	f. _____ years
g. Is there a clause in the contract allowing the association to terminate it before the specified number of years?	g. Yes ___ No ___	g. Yes ___ No ___
h. If yes, what notice must they give before termination?	h. _____ months	h. _____ months
i. Is there a clause in the contract allowing for the provision of severance pay?	i. Yes ___ No ___	i. Yes ___ No ___
j. If yes, please indicate the basis for the amount provided:		
Salary paid for a set period	_____	_____
If yes, what is the time period specified?	_____ months	_____ months
A proportion of salary based on length of employment	_____	_____
Other	_____	_____
Please specify	_____	_____

6. How long have the top two executives held their present positions in this association?

Executive Head	Second Highest Paid Executive
_____ years	_____ years

7. Previous to this position, where were they employed?

	Executive Head	Second Highest Paid Executive
a. Current Association (in a different capacity)	a. _____	a. _____
b. Another Association	b. _____	b. _____
c. Government	c. _____	c. _____
d. Military	d. _____	d. _____
e. Private Industry	e. _____	e. _____
f. Self-employed Professional	f. _____	f. _____
g. Educational Institution	g. _____	g. _____
h. Other (specify) _____	h. _____	h. _____

BENEFITS PROVIDED TO MANAGEMENT PERSONNEL

Please note: Management personnel is defined as personnel generally exempt from the provisions of the Federal Labor Standards Act.

A. RETIREMENT BENEFITS

1. Which of the following retirement benefits are provided to management personnel?

(Please check all that apply.)

- a. IRS Qualified Retirement Plan(s) _____
(If more than one, indicate number _____)
- b. Non Qualified Deferred Compensation Plan(s) _____
- c. Individual Retirement Account (IRA) _____
- d. Tax Sheltered Annuity _____
- e. 401(k) _____
- f. 457 Plan _____
- g. Other (specify) _____
- h. None (no plan) _____

Questions 2 & 3 apply to IRS Qualified Plans. If you have more than one of these plans, answer for the major plan.

2. What type of contribution schedule is provided by the retirement plan?

- a. Defined Benefit: Plan specifies benefit at age of retirement.
Benefit is based on formula using salary and/or years of service
for calculation. _____
- b. Defined Contribution: _____
 - i. Plan specifies annual contribution based on percentage
of salary. _____
 - ii. Plan specifies annual contribution based on percentage
of target (assumed) benefit based on age. _____

3. Please indicate the retirement plan's provisions in the following areas.

- a. Eligibility to participate in retirement plan:
At age _____ and/or after _____ years employment
- b. Vesting: The right to certain pension benefits derived from
(employer) contributions even though you may leave the job
before retirement age.
100% immediate vesting _____
Graded: 100% in _____ years _____
Cliff vesting: 100% after 10 years _____
Other (specify) _____
Don't Know _____
- c. Retirement Age:
Normal Retirement: _____ years old
Early Retirement: _____ years old

B. LIFE INSURANCE AND LONG-TERM DISABILITY

1. Is group life insurance coverage provided? Yes _____ No _____

If yes:

- a. Is the maximum amount
Under \$50,000 _____
\$50,000 or above _____
- b. How is the schedule determined?
By salary _____
By job classification _____
Both _____
Other _____
- c. If by salary, is the amount
Under 2 times salary _____
2 times salary or more _____
- d. What percent of the premium is paid by the association?
100% _____
Under 100% _____

2. Does the association provide accidental death and dismemberment coverage?

Yes _____ No _____

If yes:

- a. Is it included in the group life policy?
Yes _____ No _____
- b. What is the maximum amount of coverage?
Under \$100,000 _____
\$100,000-\$150,000 _____
Over \$150,000 _____
- c. What percent of the premium is paid by the association?
100% _____
Under 100% _____

3. Does the association provide travel accident coverage? Yes _____ No _____

4. Does the association provide a long-term disability plan? Yes _____ No _____

If yes:

- a. After total disability, when do benefits commence?
30 days _____
60 days _____
90 days _____
Over 90 days _____
Other (specify) _____
- b. What is the duration of payments?

	For Accident	For Illness
Less than 5 years	_____	_____
5-10 years	_____	_____
Over 10 years	_____	_____
To age 65	_____	_____
For life	_____	_____

- c. Are the benefits integrated with Social Security? Yes _____ No _____
- d. What are the benefits provided as a percent of salary?
Over 60% _____ 50%-60% _____ Less than 50% _____
- e. What percent of the premium is paid by the association?
100% _____
Less than 100% _____

C. MEDICAL INSURANCE

1. Does the association provide medical insurance? Yes _____ No _____

If yes: a. Please indicate which type of coverage:

	Single Plan	Family Plan
Basic Hospitalization/Surgical	A. _____	_____
Major Medical	B. _____	_____
Health Maintenance Organization	C. _____	_____
Direct Medical Expense payments	D. _____	_____
Dental Insurance	E. _____	_____
Hospital Indemnity Insurance	F. _____	_____

- b. What is the percent of total medical insurance cost paid by the association?

	Single Plan	Family Plan
100%	_____	_____
51%-99%	_____	_____
50%	_____	_____
Below 50%	_____	_____

D. MISCELLANEOUS BUSINESS EXPENSES

1. Please indicate which of the following your association makes available.

	Chief Staff Executive	#2 Staff Executive
a. Car or Car allowance	A. _____	_____
b. Country/Residential Club membership	B. _____	_____
c. In-Town Club Membership	C. _____	_____
d. Spouse's Travel Expenses	D. _____	_____
e. Association Dues Paid	E. _____	_____
f. Liability Insurance	F. _____	_____
g. Educational Expenses	G. _____	_____
h. Executive Physical Examination	H. _____	_____
i. Low/No Interest Loan Program	I. _____	_____
j. Funded Personal Tax Services	J. _____	_____
k. Other (Specify)	K. _____	_____

SALARY INFORMATION

1. CHIEF PAID EXECUTIVE

Serves as the top paid administrative and executive officer of the association staff. Responsible for overall administration and operation of headquarters and field activities.

Person Currently Occupying Position

Male ☐ CAE ☐
Female ☐

Base Salary \$ _____
Deferred Compensation* \$ _____
Other Cash** \$ _____
Total Cash Compensation \$ _____

2. SECOND HIGHEST PAID EXECUTIVE

Serves on a full-time basis as the number two person on the association staff. Functions as the assistant to the Chief Paid Executive and acts for the CEO in his/her absence. May be assigned specific administration or program responsibilities. (This position description covers the Deputy Executive Officer, and not the Administrative Assistant to the Chief Paid Executive.)

Person Currently Occupying Position

Male ☐ CAE ☐
Female ☐

Base Salary \$ _____
Deferred Compensation \$ _____
Other Cash \$ _____
Total Cash Compensation \$ _____

3. DIRECTOR OF ADMINISTRATION

Handles the internal administrative matters of the association. Responsible for administration of the association's headquarters and field offices, including personnel, office equipment, facilities, and necessary support services. If the position of Controller does not exist, also administers the accounting, payroll and disbursement functions.

Person Currently Occupying Position

Male ☐ CAE ☐
Female ☐

Base Salary \$ _____
Deferred Compensation \$ _____
Other Cash \$ _____
Total Cash Compensation \$ _____

* Deferred compensation is the deferral of receipt of a portion of current income to be paid at a later time.

** Other Cash would include bonuses, commissions, and any other cash payment not included in the above two categories.

4. CONTROLLER

Directs the financial affairs of the association. Prepares and maintains financial statements, records, and reports. Analyzes effectiveness of association systems and procedures. Assists the Finance Committee of the Board of Directors in review and analysis of association financial matters. May direct the EDP activities of the association.

Person Currently Occupying Position

Male ☐ CAE ☐
Female ☐

Base Salary \$ _____
Deferred Compensation \$ _____
Other Cash \$ _____
Total Cash Compensation \$ _____

5. DIRECTOR OF HUMAN RESOURCES

Administers the personnel program for the association's headquarters staff. Manages the associations' recruiting, selection, and training program, prepares the personnel manual and recommends revisions. Administers the compensation program and coordinates the employee performance evaluation process.

Person Currently Occupying Position

Male ☐ CAE ☐
Female ☐

Base Salary \$ _____
Deferred Compensation \$ _____
Other Cash \$ _____
Total Cash Compensation \$ _____

6. DIRECTOR OF CONSUMER AFFAIRS

Directs the consumer-related activities of the association. Facilitates communications between consumers and member organizations or individual members.

Person Currently Occupying Position

Male ☐ CAE ☐
Female ☐

Base Salary \$ _____
Deferred Compensation \$ _____
Other Cash \$ _____
Total Cash Compensation \$ _____

7. ADVERTISING DIRECTOR

Develops and administers the association's national, regional, and/or local advertising activities. Assists members and member committees in development and execution of their advertising programs. Maintains liaison and makes arrangements with advertising agencies and media. (Do not confuse with Advertising Sales Manager, who has the responsibility for selling advertising in association publications.)

Person Currently Occupying Position

Male ☐ CAE ☐
Female ☐

Base Salary \$ _____
Deferred Compensation \$ _____
Other Cash \$ _____
Total Cash Compensation \$ _____

OTHER SOURCES OF INFORMATION

Policies & Procedures in Association Management, 1987 edition available in August 1987. A standard reference for the association industry, this study provides statistics that enable you to measure and evaluate your own association practices. Over 2000 associations nationwide participated in the 1987 study, providing information for associations of every scope, budget size, and geographic location. One of the most requested reference materials ASAE offers. Catalog No. 213461, ASAE Member Price: \$40, Nonmember Price: \$60.

Association Operating Ratio Report, 1986 edition. Make the right financial decisions with detailed income and expense information from associations of your budget size, scope, and geographic location. This unique data enables you to evaluate your association's financial records. A glossary of financial terms and resources completes this invaluable package. Catalog No. 213018, ASAE Member Price: \$65, Nonmember Price: \$100.

Association Communications in the 1990s. Benefit today from this comprehensive study of association communication systems. Conducted by the ASAE Foundation, the study explores future technological advancements and how associations will benefit from them. Catalog No. 231009, ASAE Member Price: \$20, Nonmember Price: \$30.

Association Meetings in the 1990s. Adapt your meetings to tomorrow's challenges with these views from association experts. Topics vary from the impact of terrorism on site decisions to whether teleconferencing will replace traditional meetings. Catalog No. 213012, ASAE Member Price: \$20, Nonmember Price: \$30.

Association Meeting Trends. Glimpse the future of association meetings with this extensive study on the five most common meeting formats. Co-published by ASAE, *Association Management*, and the Hotel Sales Management Association, this study is a must for every future-minded meeting planner. Catalog No. 213013, ASAE Member Price: \$30, Nonmember Price: \$60.

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